

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

Wednesday May 1 1985

Bologna: chipping at
a Communist
monolith, Page 2

Agencia	Sch. 18	Indonesia	No. 2758	Paraguay	Enc. 80
Bahamas	De. 0.50	Italy	1300	S. Africa	No. 0.50
Bahrain	De. 0.50	Japan	1300	Switzerland	De. 0.50
Canada	De. 0.50	Jordan	De. 0.50	Spain	No. 110
Ceylon	De. 0.50	Kuwait	De. 0.50	St. Lucia	No. 20
Dominica	De. 0.50	Laos	De. 0.50	Sweden	De. 0.50
Egypt	De. 0.50	Lebanon	De. 0.50	Switzerland	De. 0.50
France	De. 0.50	Malaysia	De. 0.50	Taiwan	No. 100
Germany	De. 0.50	Mexico	De. 0.50	Turkey	No. 100
Ghana	De. 0.50	Morocco	De. 0.50	U.A.E.	No. 0.50
Greece	De. 0.50	Netherlands	De. 0.50	U.S.A.	No. 0.50
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World news Business summary

Shultz to push for Nicaragua trade ban

The U.S. was preparing to introduce economic sanctions against Nicaragua, probably including a trade embargo, in a new bid to step up pressure on the Sandinista Government.

Secretary of State George Shultz was reported to be ready to recommend the sanctions, which would also include a ban on air traffic between the two countries, to President Ronald Reagan before the two men left for the Bonn economic summit. Page 16

Gold strike bombs

Bombs caused extensive damage at Johannesburg offices of two gold mining companies involved in a dispute in which 17,400 black miners have been dismissed. The explosions came only hours after one of the companies agreed to reinstate most of its sacked workers. Page 4

Award for Indira

Former Indian Prime Minister Indira Gandhi, who was assassinated last October, has been posthumously given the Lenin peace prize, a top Soviet award.

Swedish strike fear

Sweden appeared set for its worst strike for five years after talks aimed at getting public employees to accept a virtual freeze on 1985 wages broke down. Page 2

Robbed again

Three masked gunmen robbed a Wells Fargo armoured car in Miami, only a day after thieves in New York stole nearly \$8m from the cash delivery firm.

Indonesia clampdown

Indonesia has put half of the 13,000 customs and excise officials at its main ports on compulsory leave of absence in a clampdown on corruption.

Brazil air strike

Brazilian airports in São Paulo and Rio de Janeiro were virtually paralysed by a strike of ground staff and crews of some domestic airlines.

Soviet 'massacres'

Soviet troops massacred hundreds of civilians in operations against Moslem guerrillas in Afghanistan, Western diplomats said.

Newspaper closes

The Rand Daily Mail, long a champion of human rights in South Africa, ceased publication after 83 years, a victim of financial problems. Page 4

Opec meeting

Nigeria agreed to receive Opec auditors soon, according to ministers meeting in Geneva. Earlier report, Page 2

Aitken dies

Sir Max Aitken, president of Express Newspapers of the UK and son of Lord Beaverbrook, died in London aged 75 after a long illness.

Caucasus rail link

Soviet engineers began work on a century-old project to blast a railway through the Caucasus mountains and speed up transport links between Moscow and the far south of the country.

Egypt frees four

Egypt confirmed it was deporting two Britons and two Maltese held without charges since last November in connection with an alleged plot to murder a Libyan political exile.

Norway fish ban call

Environmental group Greenpeace called for a world boycott of Norwegian fish and fish products because of Norway's refusal to halt commercial whaling.

Buitoni buys IRI food offshoot

IRI, the Italian state-owned industrial holding company, has agreed to sell Società Meridionale Finanziaria, its food manufacturing and distribution company, to Buitoni, which recently came under control of Sig. Carlo de Benedetti, Olivetti chairman. Under the deal Buitoni will pay L497bn (\$250m) for 64 per cent of the capital of SME. Page 17

DOLLAR lost ground in London, closing at DM 3.0975 (DM 3.111), SwFr 2.5975 (SwFr 2.6115), FFr 9.44 (FFr 9.49) and Y251.5 (Y252.65). On Bank of England figures, the dollar's exchange rate index fell from 147.3 to 146.7. Page 37

STERLING benefited from the dollar's decline in London, rising 1.25 cents to \$1.2425. It was also higher at DM 3.8525 (DM 3.83), SwFr 3.23 (SwFr 3.215), FFr 11.715 (FFr 11.7) and Y312.75 (Y311.0). The pound's exchange rate index rose to 78.1 from 77.8. Page 37

WALL STREET: The Dow Jones industrial average closed 1.86 down at 1,250.06. Section III

LONDON stocks were firmer and gilts showed marginal gains. The FT Ordinary share index ended up 2.5 at 971.4. Section III

TOKYO turned lower as a result of public holidays and thin trading. The Nikkei-Dow market average dropped 39.63 to 12,426.28. Section III

GOLD fell \$2.50 an ounce on the London bullion market to \$321.00. It was also down in Zurich at \$321.50. In New York, the Comex June settlement was \$316.50. Page 36

ANGOLA became the 68th member of the Lomé trade and aid pact between the European Community and the world's poorest developing countries.

EEC Commission renewed its appeal to the U.S. Administration to activate 'short supply' rules allowing Community producers to meet a shortfall in special duties needed by the All American Pipeline company. Page 6

INDIA is to build two new nuclear power stations as part of a plan to increase the country's atomic power capacity from 1,800MW to 10,000MW by the year 2000. Page 4

PORTUGAL and Spain signed an agreement on the terms of bilateral trade following their entry to the EEC, ending wrangles over fishing rights and import tariffs. Page 2

BRAZIL's inflation rate fell to 7.2 per cent in April, the lowest monthly figure for nearly two years. Page 3

CHEVRON, the San Francisco-based oil company which bought Gulf Oil for \$13.3bn last year reported a 6 per cent decline in first quarter net income to \$378m despite a 73 per cent jump in revenues to \$12.6bn.

XEROX, the U.S. office equipment manufacturer, which is in the midst of a major reorganisation, introduced a batch of new products including a range of personal computers made by Olivetti of Italy.

HOESCH, West German steelmaker, will not pay a dividend for 1984 despite improved operating profits up from DM 31m (\$10m) in 1983 to DM 182m. Page 18

U.S. STEEL, the biggest U.S. steel producer, reported profits of \$58m or 34 cents a share in the first quarter, against \$171m or \$1.35 a share last time. Revenues were down to \$4.5bn from \$4.8bn.

APPLE Computer is to discontinue the production of its Lisa model after admitting that its 'revolutionary' personal computer had been a flop. Page 17

BOEING increased first-quarter net income by 41 per cent to \$110m with a similar sales increase to \$2.9bn. Page 17

FCA, the U.S. West Coast thrift which experienced difficulties last year after property lending, lost \$38.1m in the first quarter. Page 17

0.2% fall in U.S. leading indicators fuels growth fears

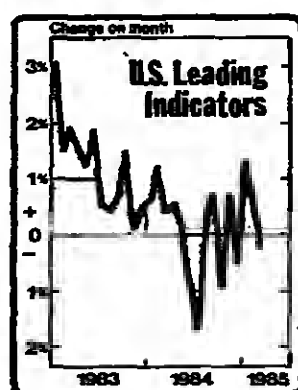
BY STEWART FLEMING IN WASHINGTON

AN UNEXPECTED decline in leading indicators and another large monthly trade deficit cast a further cloud yesterday over the outlook for the U.S. economy ahead of the summit meeting of the industrial countries which begins tomorrow in Bonn.

The Commerce Department said that the widely followed index of leading economic indicators fell 0.2 per cent in March to 167.1, taking it back almost precisely to the level recorded a year ago.

The department also said that the U.S. recorded a \$11bn trade deficit last month, a marginal improvement on the \$11.4bn deficit in February but one which private economists said would not lead to any revision of the first-quarter gross national product (GNP) data. This suggested that the economy expanded at a real annual rate of 1.3 per cent in the first three months of the year.

Yesterday's economic statistics, which included a downward revision of new durable goods orders to show a decline of 3 per cent in March rather than the 2.3 per cent reported earlier, suggest that the economy may be strengthening a



little in the second quarter. But 'domestic production will be restrained by a weak manufacturing sector,' according to Mr Malcolm Baldrige, Commerce Secretary.

Ms Rosanne Cahn, an economist with Goldman Sachs Economics in New York, said that the data raised questions over the strength of the recovery in the growth of gross national product in the second quarter. Goldman Sachs, like several other private economic consultants, is expecting real GNP to rise by

around 3 per cent this year against 6.8 per cent in 1984.

The outlook for the U.S. economy, which has been the locomotive dragging the world out of recession in 1983 and 1984, will be a big source of concern at the Bonn summit. U.S. officials have been arguing that in order to take up the slack in the world economy resulting from slower U.S. growth, America's industrialised trading partners should adopt more expansionary, but non-inflationary, economic policies.

Recent economic data have underlined the dichotomy that has emerged in recent months between a U.S. economy that is still seeing quite vigorous growth in consumer, investment and government demand but stagnation in the manufacturing sector because that demand is increasingly being satisfied by imports.

Early April car sales and March data for the construction and housing industries have been pointing to solid gains in consumer demand.

Continued on Page 16

U.S. 'may act alone,' Page 3; money markets, Page 37

Japan's net exports of capital soar to \$62bn

BY CARLA RAPOPORT IN TOKYO

JAPAN has confirmed its position as the world's largest exporter of capital - far outstripping the all exporting nations and all other Western countries - thanks to the continued strength of its exports.

According to government figures released yesterday, Japan's current account surplus for fiscal 1984 jumped 52 per cent to nearly \$37bn. However, the balance of long-term investments flowing in and out of Japan - Japan's long-term capital account - soared by 162 per cent to a \$64.4bn deficit in fiscal 1984, compared with a \$20.8bn deficit in 1983. Net Japanese capital outflows nearly doubled to \$62.2bn, against \$34bn in 1983.

Most exported Japanese capital has headed for the U.S., where Japanese investors can enjoy much higher interest rates than those on offer at home.

Japanese interest rates, which

JAPANESE TRADE		
Fiscal year	Current account surplus (\$bn)	Long-term capital flows (\$bn)
1980	(7.00)	2.7
1981	5.50	(14.8)
1982	9.10	(11.8)
1983	24.20	(20.8)
1984	36.80	(64.4)

Source: Yamashita Research Institute

Deliberate in brackets

are heavily subject to government guidance, have remained at a relatively low rate for many years. Foreign critics have accused Japan of maintaining low interest rates as protection against the appreciation of the yen, a charge the Government has repeatedly denied.

The marked widening of Japan's current account surplus is likely to fuel anti-Japanese sentiment at the Bonn summit tomorrow, particularly

from the U.S. delegation. American officials are currently in talks with Japanese officials in Tokyo on efforts to widen import opportunities for a variety of American goods, including electronics, forest products, and agricultural goods.

Japan's trade account for fiscal 1984 (exports minus imports) scored a record high in 1984, touching \$45.8bn, up from \$34.8bn. Both this figure and the current account surplus exceeded government projections for the year.

In a brief comment, Ministry of Finance officials said Japan's trade surplus with the U.S. of \$33.8bn was chiefly responsible for the overall payments surplus. Exports overall rose 11.3 per cent to a record \$187.79bn, while imports were up 3.1 per cent to \$122.17bn.

The figures also show that direct investments in Japan by foreign companies dropped sharply in 1984.

UK employers confident of strong upturn

BY MAX WILKINSON IN LONDON

THE RISING tide of unemployment in UK manufacturing industry may be turning at last and output and orders are expanding at an accelerating pace, according to a survey by the Confederation of British Industry, the employers' federation.

Its quarterly industrial trends survey of 1,544 companies, published yesterday, paints an extremely buoyant picture of the British economy. It certainly gives no indication that recession is on the horizon, as official indicators suggested last autumn.

The survey will encourage the Government that the Treasury's prediction of overall economic growth of 3½ per cent this year, with further expansion in 1986, will be fulfilled. The Treasury was more optimistic than most independent forecasts, but officials have recently seemed confident about its predictions.

The survey showed that orders have been picking up rapidly in recent months, and are expected to continue to improve. Companies have been doing better than they expected in the last quarterly survey in January and exports and investment plans remain buoyant.

The proportion of companies expecting orders to rise was the highest since 1976.

On the jobs front, the survey showed the first indication since the onset of recession in 1979 that total employment in manufacturing industry may be starting to stabilise after years of decline. Replies to the survey question on numbers employed were the most optimistic since July 1977.

CBI staff cautioned, however, that larger companies seemed still to be shedding labour, and that the new jobs offered by smaller companies would probably be only just enough to prevent the overall total from falling.

General business confidence appears to have risen decisively since January. It may have been dented in the earlier survey by uncertainties about the miners' strike and the outlook for interest rates and sterling.

The survey shows that every sector of industry is now more hopeful than it was four months ago, with smaller firms particularly buoyant about prospects.

There is concern about inflation, which the survey suggests will come under strain from higher prices of supplies and higher manufacturers' selling prices.

Details, Page 8

Tokyo sets deadline for new Gatt talks

BY RUPERT CORNWELL IN BONN

MR Yasuhiro Nakasone, the Japanese Prime Minister, last night insisted that preparations for a new round of Gatt trade liberalisation negotiations must be completed by the end of this year at the latest.

Mr Nakasone emphasised this point during a wide-ranging opening session of talks here with Chancellor Helmut Kohl, on the first day of an official visit to West Germany just before the seven-nation economic summit which starts here tomorrow.

Attempts to agree on an opening date for new Gatt talks will be a key theme of the gathering. But Japan is likely to come under powerful pressure from its trading partners, above all the U.S., to ease access of imports to its domestic market and thereby reduce a trade surplus running at some \$40bn annually.

His talks with Chancellor Kohl bring together the leaders of the two countries which boast the largest trade surpluses and which be-

Mr George Shultz, the U.S. Secretary of State, warned that if this week's Bonn economic summit did not agree to a new round of world trade talks, the U.S. would proceed on its own. His remarks were taken as a response to President François Mitterrand of France, who is seeking to link new trade talks with monetary reform. Page 3

Both deals were quoted above their par issue prices in 'grey-market' trading yesterday. More floating rate deals are expected this month and Sweden's terms could come to look generous if future borrowers are encouraged by the success of early issues to demand finer prices.

However, bankers point out that the market could become congested despite the Bundesbank's requirement that lead managers must report planned issues before the beginning of the month when they will be launched.

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Shultz says U.S. may act alone to cut trade barriers

By REGINALD DALE, U.S. EDITOR IN WASHINGTON

MR GEORGE SHULTZ, the U.S. Secretary of State, yesterday stoked up the diplomatic temperature in advance of this week's Bonn economic summit by warning that the U.S. would go it alone if the summit decided not to go ahead with a new round of world trade talks.

Mr Shultz told a satellite news conference that "if a decision is made not to go ahead on a multilateral round of negotiations, then the U.S. will proceed on its own."

Shultz's remarks were taken as a sharp response to a French proposal for a new round of trade talks, the French President, who said on Sunday that he would not back the new trade talks unless the summit also agreed to negotiations on monetary reform.

Washington insists that there can be no "linkage" between the two. U.S. officials have in the past warned that the U.S. would consider pursuing trade liberalisation with "like-minded" countries if it were not possible to move ahead on a global basis. Mr Shultz's comments, however, were more aggressive than any that have been made publicly by the Reagan Administration in recent days.

France, along with the other OECD countries, has already agreed to the opening of a new round of trade talks as soon as possible. The issue for Bonn is not whether new talks should start, but under what conditions and when, with the U.S. pressing for January.

Mr Shultz told another Washington briefing yesterday that the U.S. would continue to insist on the vital importance of the new round in Bonn, while resisting major changes in the international monetary system, of the kind France has called for. While there might be some room for improvement in the present system of broadly floating exchange rates had "worked pretty well," he said.

Defending President Ronald Reagan's planned visit to a German war cemetery, Mr Shultz said that the approach it had provoked might, even ironically, have given the gesture deeper significance.

Mr Shultz said that the importance of post-war reconciliation had been underlined by the angry reaction to Mr Reagan's plans to visit the Bitburg Cemetery on Sunday. "It shows how deep these wounds are," he said.

NY City to repay \$556m of debts

By William Hall in New York

NEW YORK CITY is to repay all but a token \$1m (\$250,000) of the federally backed loans which it raised at the height of its financial crisis in the mid-1970s. The move is a confident gesture of its return to financial prosperity.

The city plans to repay early \$556m of federally guaranteed city bonds next month and replace them with cheaper funds raised on the financial markets. It is retaining \$1m of federally backed debt because it wants to be able to retain certain benefits, including \$450m of city tax collection, which would expire on the repayment of the final federal loan.

Mr Ed Koch, New York's mayor who has played a key role in restoring confidence in the city, said: "We are no longer sick. We are healthier than any other city in the country."

The move will save the city \$200m in borrowing costs over the next two years and Mr Koch plans to use the extra money to hire 2,000 extra policemen, 400 extra street cleaners and allow a modest cut in the city's income tax.

New York City's financial crisis came to a head in 1975 when it was forced to lay off city workers

Tim Coone reports on the constitutional problems facing the Honduran President Cordoba's crisis threatens U.S. alliance



Cordoba: pressure to resign

AS THE U.S. Congress thwarted President Reagan's plans for escalating his "covert" war in Nicaragua, 3,000 U.S. Marines and soldiers supported by helicopters, jet aircraft and paratroops last week stormed ashore in a mock invasion exercise in northern Honduras.

The exercise, codenamed "Universal Trek '85," was one of the biggest yet staged by the U.S. in Central America and was transferred to Honduras from the Dominican Republic with the clearly-stated aim of increasing the pressure on the Sandinista Government in Nicaragua.

The manoeuvres in Honduras are now increasingly geared towards the preparation of U.S. troops rather than their Honduran counterparts. The "Universal Trek" exercise was designed "to give our six and a half brigades realistic combat training and to test deployment in combat situations," according to Mr Arthur Skop, the U.S. embassy spokesman in Tegucigalpa.

Honduran participation in the exercise, directed against a defended port at Puerto Castillo on the Caribbean, was minimal. One interpretation of the exercise was a rehearsal for a possible invasion of the Nicaraguan port of Corinto on the Pacific. Corinto would be the first objective in any U.S. invasion of Nicaragua, as without it the Nicaraguans' military and economic capacity

to fight a regular war would falter in a matter of weeks.

The confident use of Honduran territory by the U.S. Administration for its Central American policy belies an increasingly volatile political situation. For the past month Honduras has been plunged in a deepening constitutional crisis over President Roberto Suazo Cordoba's powers and his control of the judiciary.

President Suazo Cordoba has found himself opposed by a powerful section of his own ruling Liberal Party and risks not being able to control the Presidential election due in November. The crisis in turn has focused criticism on President

Suazo Cordoba's policy of accommodating U.S. interests in Central America.

A rebellion has taken place in the party, led by Sr Efraim Giron, president of the National Congress, and Sr Jose Azcona, former Communications Minister in the President's government. Both are chasing the Liberal Party Presidential nomination for the November elections, and both would probably defeat the President's own choice as his successor (a relatively unknown figure in the party) if internal party elections were held.

The crisis surfaced when the Congress voted to dismiss the Supreme Court and to nominate a new one. The rebellious Liberals united with the minority Nationals and two other small parties, to obtain the necessary majority vote.

The Congress alleges corruption, political bias and inefficiency on the part of the Supreme Court judges, serving only the wishes of the President on contentious issues. The new Supreme Court judges sworn in by the Congress immediately had arrest warrants issued against them by the existing judges.

Running arguments have since ensued between the Congress and the President over the constitutional legality of each other's actions. The latest is over a reform to the electoral law which obliges the parties to hold internal primary elections for their pres-

dential candidates. The President has vetoed the reform, and the Congress has called on the Supreme Court which it recognises (whose president is now in prison) to rule upon the constitutional legality of the reform.

"If the President does not accept the changes in the Supreme Court and internal party elections, tyranny will come to rule in this country followed by a violent crisis," Dr Rene Sagastume, a National Party deputy, told the FT.

Sr Jorge Arturo Reina, a prominent opponent of the President within his own party, went even further: "In the name of anti-subversion and opposition to the Sandinistas, the President has been trying to seize control of all spheres of public life."

President Suazo Cordoba does little to dispel this image. He accused his principal opponents in the Liberal Party, themselves vocal anti-communists, of being "ultra-left allied with the interests of Nicaragua."

Until now the powerful military has remained on the sidelines, probably for the first time in a Honduran constitutional crisis this century. However, the armed forces are being inexorably drawn in, and General Walter Lopez, the head of the armed forces, has made contradictory statements. On one occasion he recently hinted a solution might be for the President to resign, and on

another he said that the army stood firmly behind the President. However, General Lopez has also warned that "drastic measures" will have to be taken shortly if the crisis is not resolved politically.

No mutually acceptable political solution is in sight with both sides intent on confrontation. A deal within the Liberal Party is being ruled out by the President's opponents. The opposition block in Congress is now considering issuing a decree declaring the President to be ill, and therefore unfit to govern. The President could respond by resigning, or by ordering the dissolution of Congress. The latter would invariably spark civil unrest and bring the military into confrontation with the trade unions and students.

With the constitution weighing in the President's favour, he might alternatively press ahead with his nominee for the presidential elections, subduing Congress with his veto. But this would preclude a radical redrawing of existing party lines and efforts will be made to forge the existing opposition alliance in Congress into a multi-party electoral coalition. In power such an alliance could be expected to make substantial changes to foreign and domestic policies, both to the detriment of President Reagan's current strategy of relying on Honduras as the U.S. aircraft carrier in Central America.

Argentina acts on debt payments

By Peter Montagnon, Euromarkets Correspondent

ARGENTINA is to pay \$80m (\$62m) in interest on its public sector foreign debt this week in an effort to placate bank creditors worried about arrears approaching \$1bn.

Its announcement yesterday came as the arrears, which stretch back to November 4, were about to move over the six month mark, prompting expectations that U.S. government agencies responsible for supervising the banking system will again declare Argentine loans as officially "non-paying."

Senior bankers said yesterday that though this week's payment is small in relation to the total arrears, it is encouraging gesture by Argentina which had been resisting the idea of making any payment at all.

Argentina has argued in the past that while its \$1.4bn loan from the International Monetary Fund remains blocked, it lacks the cash to meet interest payments on its \$48bn foreign debt. Sr Broderick said yesterday that talks with the IMF "continued to make progress."

Senior bankers added that they are becoming more optimistic about the chances of Argentina being able to arrange bridging finance to reduce the arrears substantially if it does reach an IMF agreement soon.

Eastern Air Lines wins London route

Eastern Air Lines has been awarded a non-stop Miami-London route, subject to presidential approval, the U.S. Transport Department announced yesterday, Reuter reports from Washington.

Eastern was selected over World Airways for the flights. Air Florida had the route until it suspended flights last year after falling for bankruptcy.

General Dynamics cuts jobs

By William Hall in New York

GENERAL DYNAMICS, the giant U.S. defence contractor, which is being investigated by the U.S. Government following allegations of over-charging, plans to lay off over half the workforce of its Quincy shipyard because the yard has nearly run out of U.S. government orders.

The company has announced that up to 3,100 of the 5,300 workers at its Quincy shipyard in Massachusetts will be laid off over the coming year. The first notices will be sent out next week.

The layoffs are the latest sign that the U.S. Government's tough approach with General Dynamics is beginning to bite. Although the company declined to link the layoffs to General Dynamics' problems with the Government, the Quincy shipyard is highly dependent on official orders.

The U.S. Inspector General has recommended that no new contracts be awarded to the company until some of its senior executives quit. However, General Dynamics claimed yesterday that so far there has not been any interruption in the company-wide order flow, despite the investigations.

The company is finishing work on five ships for the U.S. Navy's military sealift command. Four are being delivered this year, and the fifth in early 1986.

The company has tendered for three tankers for the U.S. Navy and two ocean survey ships. It hopes to hear whether it has been successful within the next few months.

Reuter adds from Washington: Boeing, responding to charges that contractors overcharge the Pentagon on spare parts, announced a policy to refund the price of any Boeing part if the government thinks the price unreasonable. It said the policy would cover all items costing \$100,000 (\$83,000) or less sold after July 1 1984, and returned before next July 1, and all future sales.

Brazil's monthly inflation rate falls to 7.2%

By ANNE CHARTERS in SAO PAULO

BRAZIL'S monthly inflation rate fell sharply in April to 7.2 per cent, the lowest figure in nearly two years.

The news, released by President Jose Sarney's office ahead of the official announcement, means that the 12-month inflation rate fell during the month to 228.6 per cent from 234.1 per cent.

Price controls, in place on major industries since shortly after the Government took office in mid-March, are thought to be partly responsible for the downturn. Economists quoted in a Brazilian-based economic report said, however, that traditionally there are fewer inflationary pressures in April with the start of crops harvest.

With the inflation rate for the first four months of the year totalling 49.99 per cent, the presidential announcement expected last night of a pre-decreeing 106 per cent increase in the minimum salary, pegged to the consumer price index, has caused concern in business circles about how seriously the Government intends to pursue its fight against inflation.

Although only an estimated 21 per cent of Brazil's workforce receive the minimum salary, the size of the increase is taken as

a standard for better-paid workers.

The Government argues that it wants to send a strong psychological message to Brazilians that it is time workers started to reconceptualise power eroded over the last several years. Balancing this with the Government's avowed austerity drive seems to be difficult.

Strikes against major manufacturers threaten to spread this week to airline personnel, railway and underground employees. In the industrial region around Sao Paulo, the metal workers are holding out for a reduced working week of 40 hours and salary adjustments every three months. The Government has warned companies that they will not be permitted to pass on the cost of three-monthly wage increases.

Meanwhile, Sr Antonio Lemgruber, Central Bank president, seemed to have had his hand strengthened with the surprise resignation at the weekend of Sr Sergio de Freitas from his post as director of the international area of the Central Bank.

Sr Freitas and Sr Lemgruber apparently disagreed on strategy for Brazil's forthcoming debt renegotiation.

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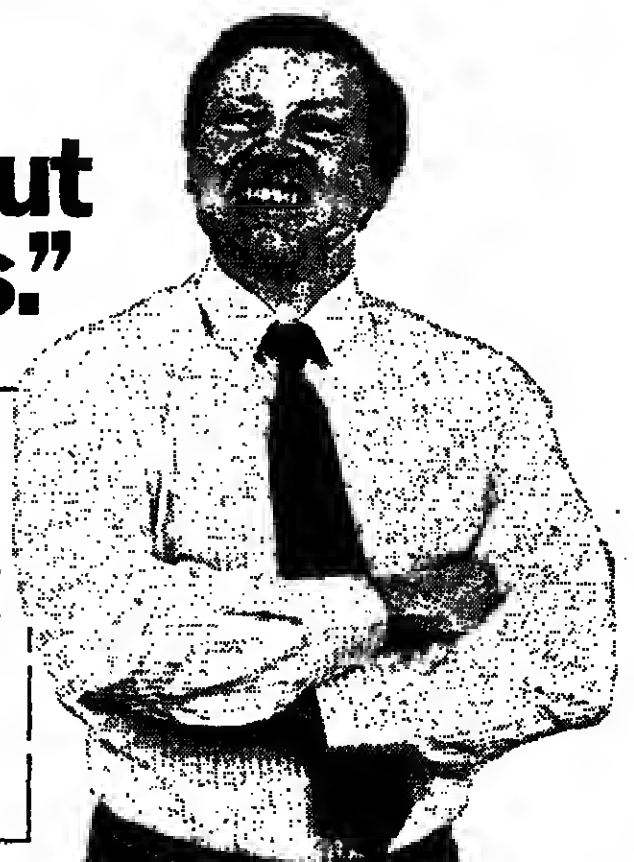
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OVERSEAS NEWS

Lebanese Moslems take key position

By Our Middle East Staff

MOSLEM forces yesterday seized a key position held by the Israeli-backed South Lebanese Army east of the port of Sidon and opened the way for an assault on the Christian town of Jezzine where many thousands have taken refuge from the fighting.

A battle raged throughout the morning around the South Lebanese Army positions at Kfar Faloua, six miles from Jezzine, before Amal, the Shi'ite Moslem militia, and its allies claimed they had taken control of positions earlier evacuated by Israeli troops.

The South Lebanon Army, under the command of Gen Antoine Lahad, is financed and equipped by Israel. Its main forces moved south to attack Israel and to police a 7.5 km deep territory north of the Israeli border.

Mr Nabih Berri, who heads Amal, and Mr Walid Jumblatt, the Druze chief, have both said they will not attack Jezzine if the SLA withdraws from the town.

However, the SLA insisted yesterday that it would not pull out of Jezzine and was supported by Dr Samir Geagea, leader of the Christian forces which rebelled against President Amin Gemayel and have in the past few days been driven out of the positions they earlier held in the eastern suburbs of Sidon.

In Beirut, there was also heavy overnight fighting along the Green Line which separates the Moslem and Christian halves of the city.

Christian emissaries were yesterday reported to have been dispatched to Jezzine to seek a way out of the crisis and hold talks with Gen Lahad.

Israel to get extra \$1.5bn U.S. aid

By David Lenson in Tel Aviv

THE U.S. State Department has decided to recommend that Congress grant Israel \$1.5bn in emergency economic aid over the next two years. At the same time the State Department will recommend providing Egypt with an additional \$500m (\$400m in aid).

Palestinians living under Israeli occupation on the West Bank and the Gaza Strip will benefit from a special allocation of \$8m for projects to improve the quality of life.

Israel has received \$2.6bn in economic and military aid this year. However, because of the balance of payments deficit and the decline in foreign currency reserves it has asked for another \$1.5bn to help meet its debt obligations and begin a return to economic growth after years of stagnation.

The news of the State Department decision was greeted with relief in Jerusalem, where worries about the deterioration in the foreign currency reserves had led to speculation about the balance of payments deficit before the country ran out of money to pay for essential imports.

The House Foreign Affairs Committee authorised the aid deal early in April, but action on the package was delayed at the request of Sen Charles Shultz, the Secretary of State.

Anthony Robinson in Johannesburg reports on the fight for political and economic power in the gold fields

Black miners take on the corporations

THE CONTRAST between the solid opulence of the Johannesburg headquarters of the great South African mining corporations and the sparsely furnished suite of offices on the fifth floor of a run-down office block which serves as nerve centre for the black National Union of Miners could not be more striking.

But the solid strength of a gold mining industry which last year invested R1.64bn (\$870m) in new mines and development and earned R10.93bn in revenue on the production of 561.5 tons of gold is now being challenged as never before.

For nearly a century, the gold-bearing reef, which extends in a wide arc 120 km westward from Johannesburg to Klerksdorp, re-emerging 100 km further south around Welkom in the Orange Free State, has relied on cheap black labour recruited largely from far-away homelands or such neighbouring states as Lesotho, Swaziland, Botswana, Mozambique and others further afield.

Divided by ethnic and national differences and forced by the country's apartheid laws to live in mine compounds far from their families, it has been a relatively easy task to control the black miners.

Ever since a bitter strike in 1922, when white miners paraded through Johannesburg carrying banners saying "Workers of the world unite for a white South Africa," white miners have jealously guarded their privileged position as supervisors and technicians. These privileges were entrenched in job reservation legislation, which has been whittled down over the years but still reserves 11 key occupations for white holders of blasting and other certificates.

It was a world which gave something to everybody: high profits for mineowners and investors at home and abroad, high tax revenues for government, high wages for white miners, and food and jobs for blacks and their families throughout Southern Africa.

Despite the increasingly capital-intensive nature of the industry (formed by the ever-increasing depth of mines and the relatively low quality of the ore body), nearly 500,000 blacks are still needed because of the fractured nature of the seams and the huge quantities of ore to be mined, milled and processed.

Over the years, that black labour force has become increasingly skilled. Over the past three years, since legislation introduced in 1981, it has also started to become unionised.

Mineowners were in the forefront of moves to legalise black unions for two main reasons: ● They believed it would be easier to deal with organised representatives; ● They saw the black unions as a useful ally in their long battle to replace expensive white labour in key jobs with cheaper black labour, or so the white miners believe.

But the emergence of the National Union of Miners under the leadership of Mr Cyril Ramaphosa has coincided with a much broader process of black political organisation. The first legal strike by black mining unions last September coincided with the outbreak of violence in black townships in the Vaal triangle, which has since spread into endemic lawlessness in townships across the country.

Seven miners were killed in fighting which broke out last September partly because of the union's inability to get the message through to its members that a last-minute settlement had been reached, giving them a 1.3 per cent wage increase.

Some of the violence, like the riot involving 4,000 workers which left 10 dead at the President Steyn mine at Welkom in the Free State last month, was the result of tribal tension in the closely packed hostels.

But the most serious outbreak of labour problems has occurred over the past six weeks in the Vaal Reefs South African mine, owned by Anglo American, and the neighbouring Hartbeestfontein mine, owned by Anglovaal.

Mineworkers and unions disagree over the underlying causes of the labour unrest, which came to a head last week. Anglovaal decided to sack 3,000 of its 16,000 workers for taking part in an unofficial strike over the seeking of four union officials charged with intimidation and Anglo American decided to sack 14,400 workers who struck in support of over 300 union activists dismissed on similar charges.

By the tough standards of South African black labour relations, putting up with six weeks of sporadic labour unrest and providing little but the largely ruling party line on current events.



Vaal Reefs miners in a company bus

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In the eyes of the two companies the men had gone on strike illegally, non-strikers had been intimidated and the union had not been able to control its members.

For the union, however, the two companies' action in paying off nearly 18,000 men and shipping them back to their faraway homes was a show of force signalling their intention to bargain hard through the Chamber of Mines on the union's demand for a 40 per cent pay increase and an end to job restriction rules.

After seven hours of tough negotiations on Monday, the union claimed victory and said the employers had agreed to reinstate all the sacked men. This was denied by Mr Peter Gush, chairman of Anglo's gold and uranium division, who said Anglo had agreed it would "favourably consider reapplications by former Vaal Reefs employees who make applications' work record intact."

To the union, this looks suspiciously like an attempt by the mineowners to weed out union activists. Labour specialists forecast tough times ahead for the mining industry and for the mining unions. But it is not only the black unions who are in a militant mood. Mr Arrie Paulus, the right-wing leader of the white miners, has been called back from retirement by his 23,000 members and has submitted a 20 per cent wage claim and declared a state of conflict. The desire of white miners to regain ground lost through inflation is one factor. But to white and black miners alike, the main issue is the future of job reservation and the balance of economic and political power in the industry.

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Vital issue is white job reservation

By Tony Walker, recently in Baghdad

MR CYRIL RAMAPHOSA, the 33-year-old former labour lawyer who is president of the black National Union of Mineworkers (NUM), yesterday spoke to the FT at the union's Johannesburg head office.

"The key issue in the current disputes at Vaal Reefs and Hartbeestfontein gold mines and the forthcoming contract negotiations is the abolition of white job reservation of the mines. For years black miners have been compelled to do jobs like charging, blasting, legally reserved for white miners."

Why did Anglo American and Anglovaal dismiss nearly 18,000 black miners? It shows that mine management is out to break the union. Will they succeed?

No, the unions have emerged from this strike much stronger than before. After seven hours of negotiations with Anglo they agreed to reinstate sacked workers. The management complained of intimidation. Is that true?

"We have only 30 shaft stewards at Vaal Reefs. I do not see how they could intimidate 18,000 workers. Workers have reacted to management provocation including the use of rubber and live bullets and tear gas. Will your demand for the end of job reservation lead to friction with the white mine-workers union?"

There already is white/black friction and violence in the mines. It will get worse. If there is a fight underground the black is always wrong and apart from on and to job reservation you are demanding a 40 per cent wage increase, is that negotiable?

"I can't disclose our negotiating tactics but we are doing for more than the 16.5 per cent we got last year and we believe the mines, with profits swollen by rand depreciation, can afford to pay. At present average pay of a black miner is R210 (\$86) and a white miner R120. Our aim is to reduce that gap."

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Iranian offensive expected by Iraq

By Tony Walker, recently in Baghdad

IRAQ is bracing itself for a new Iranian offensive on its southern front in the same area as the March offensive which left thousands dead on both sides.

Iraq claims that there have been big troop movements near where the Iranians broke through Iraqi lines in March. Western officials say the new offensive could be even larger than that thrust last month across marshland and the Tigris River to the main trunk road connecting its largest cities, Baghdad and Basra.

The highway — cut briefly by Iranian troops north of the town of al-Qurnah, at the junction of the Tigris and Euphrates rivers — is still closed more than a month after the offensive was thrown back leaving an estimated 20,000 to 30,000 Iranian dead. Estimates of Iraqi casualties in the March battle, one of the most critical in the 65-month war, range up to 10,000.

Western military attaches say that Iranian successes in the early stages of the battle exposed defence deficiencies worrying to the Iraqis and have led to redoubled efforts to strengthen preparedness on the southern front.

Units of Iraq's elite presidential guard have been sent to the front to bolster defences, and the Iraqi Air Force has been firing dozens of sorties against Iranian troop concentrations.

Western officials, with access to satellite information about Iranian preparations say that the new offensive could involve as many as 15 divisions of combat troops. They say that Iraq is clearly concerned about any new thrust towards the main road and over the prospect of another fierce battle in waterlogged terrain unsuitable for Iraqi armour.

Iranian preparations for a new offensive and diplomatic activity at the UN have brought a temporary lull to the fighting. Both sides have stopped, at least for the time being, attacks on civilian targets.

In Baghdad, the debate continues on whether recent explosions in the capital, which damaged a large bank building and part of an expressway, were acts of sabotage by Iranian agents or caused by missiles launched from Iran.

Western military attaches say that if the damage was caused by missiles, though that it is likely they were relatively small devices with perhaps less than 100 kilograms of explosives and not the large Soviet-built and Libyan-supplied Scud-B missiles as first suggested.

Among foreign residents in Baghdad it is firmly believed that several of the explosions were acts of sabotage. Fear of further such attacks in a central three-kilometre radius of the city has forced the relocation of several government departments, closure of museums and the barricading of roads near key installations.

President Saddam Hussein of Iraq has again called for a negotiated end to the war, saying his country was ready to end it through peaceful means. He told delegates to an Islamic conference in Baghdad that Iraq was not indifferent to the bloodshed. It was, however, "a problem we have to face with faith and capability."

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The Rand Daily Mail dies unmourned by Pretoria

SOUTH AFRICA'S leading liberal paper, the Rand Daily Mail, appeared for the last time yesterday, mourned by its 116,000 regular buyers but not by a Government which it criticised for decades, Jim Jones reports.

Its publisher, South African Associated Newspapers (SAAN), which lost R8m (£3.35m) last year on the back of a R15m loss by the Mail, will replace it this morning with a new financial newspaper called Business Day, modelled, SAAN claims, on the Financial Times.

The loss of the Mail, which has consistently criticised apartheid and uncovered frequent Government scandals, leaves Johannesburg's white English speakers with little choice in their morning reading.

President P. W. Botha welcomed the announcement of the Mail's pending closure in mid-March as indicating a new shift towards consensus politics.

The greater degree of media conformity heralded by the Mail's death is unlikely to be disturbed. The state-owned radio and television services are largely uncritical of Government and provide little but the official ruling party line on current events.

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India plans two N-plants

By John Elliott in New Delhi

INDIA is to build two new nuclear power stations in the western states of Rajasthan and Karnataka as part of its plan to increase the country's atomic power capacity from 1,200 Mw to 10,000 Mw by the year 2000. The target for 1990 is 4,400 Mw.

This was announced on Monday night by Mr Rajiv Gandhi, India's Prime Minister, to MPs during a review of the country's progress. He said the country's uranium reserves were sufficient to take care of this programme.

India plans to start work on 12 units of 235 Mw each and ten units of 500 Mw during the next ten years. India's first stations at Tarapur near Bombay are functioning at only 130 Mw to 140 Mw each instead of their 210 Mw designed capacity.

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U.S. urges ADB to shift lending

By CHRIS SHERWELL, SOUTH-EAST ASIA CORRESPONDENT, BANGKOK

THE REAGAN Administration, which is currently reviewing its support for all multilateral lending agencies, yesterday made its strongest call yet for a radical shift in the lending policies of the Asian Development Bank (ADB) in favour of the private sector.

The well-revealed Washington's evolving attitude both to the World Bank and to regional counterparts of the ADB such as the Inter-American Development Bank.

The move also coincides with the ADB's own recently disclosed plans to lead to private sector borrowing without obtaining government guarantees. This is a major policy departure with important implications for the world's commercial banks.

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spelled out by Mr David Mulford, assistant secretary of the U.S. Treasury, at the ADB's annual governors' meeting now being held in Bangkok. Mr Mulford said the bank should stop lending to state agencies which produce goods and services more efficiently provided by the private sector. "We want the private sector to be 'shut out' of the market, moreover, the bank should work with the borrowing country to develop private alternatives."

More significantly, he said that project funding by the ADB should be a means to change government policies. He said the bank should fund utility projects where tariffs have been rationalised and finance agricultural projects where private enterprise has been encouraged. It should also assist privatisation efforts.

Bank officials said the U.S. statement represented a further toughening of its stand, which in ADB forums has been spelled out most bluntly in recent months by Mr Joe Rogers, the new U.S. representative on the bank's board of directors.

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China's flexibility over the matter, demonstrated last year when it dropped its previous opposition to the expansion of Taiwan, now appears to have generated overwhelming support for Peking's application, and impatience with Taiwan seems to be growing.

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Rural exiles end Peking protest

By Robert Thomson in Peking

THE rural workers protest at the Peking Communist Party headquarters has ended following condemnation by Chinese authorities who said in demonstration was "completely wrong."

For the past week, hundreds of rural workers, sent to work in the Chinese countryside in 1983 during the Cultural Revolution, have occupied the steps of the Party headquarters and demanded that they be given permission to live in Peking.

The Chinese Press, which had studiously ignored the protest, yesterday published scathing criticisms of their behaviour and urged them to return to their homes in Shanxi Province, a poor coal mining region 320 km west of Peking. The protesters apparently have agreed to return.

They will not be threatened by the

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WORLD TRADE NEWS

Britain 'faces £4bn deficit in electronics'

BY CHRISTIAN TYLER, TRADE EDITOR

BRITAIN'S deteriorating balance of trade in electronic goods points to a deficit of over £4bn in that market sector by the end of the decade, a House of Lords committee was told yesterday.

The British subsidiaries of IBM and Hewlett-Packard were giving evidence to the Lords committee on overseas trade. The companies produced estimates showing that a surplus on information technology trade in 1978 had become a deficit by 1980 which rose to some £1.5bn in 1983, and possibly to £2.5bn on all electronic goods.

Mr John Fairclough, director of manufacturing for IBM in the UK, and Mr David Baldwin, managing director of Hewlett-Packard's British operations, defended their companies' investment record and contribution to the UK industry.

But pressed by Lord Kearton, one of the committee members, they admitted that investment strategy decisions affecting the British industry lay in the hands of their U.S. parents.

Mr Fairclough said that the

British government should identify and support what he called the key technologies, and back investment by matching grants and perhaps public procurement contracts.

In a paper submitted to the committee, Hewlett-Packard argued that the Government should continue to encourage multinational investment in the UK, tackle the skill shortage and do more to educate business in the importance and uses of information technology.

It said there was no overall strategy. "This has proved damaging as the vacillations over cable and satellite television have shown."

The Government should announce a long-term strategy in collaboration with the companies, defend their companies' investment record and contribution to the UK industry.

Both companies stressed that the deficit in electronics was not a British, but European problem. IBM said it expected to keep its own imports and exports broadly in balance in the UK.

Export insurance move

BY OUR TRADE EDITOR

TRADE INDEMNITY, a leading British commercial credit insurer, is branching out into small but growing private market in insuring exporters against "political" risk.

Political risk cover would be provided in conjunction with Lloyd's of London, with Trade Indemnity taking a share of the risk, the company said.

TI will be offering cover against non-payment due to foreign exchange problems in the buyer-country, against con-

tract frustration or cancellation, and public buyer default.

Mr Jerry Friend, head of TI's export division, described the package as a "significant step into a new area of risk taking," but said TI was "not entering the field as a political risk insurer."

The problems of the British Government's Export Credits Guarantee Department have encouraged private insurers to fill selectively what they see as gaps in the state scheme's coverage.

Austrians poised for China power plant orders

By Patrick Blum in Vienna

ELIN-UNION, the Austrian electric engineering and equipment company, is poised to reach agreement on contracts worth several million dollars for hydro-electric power plants in China.

A team of specialists from the company is due to go to China next week to press Elina's bids for equipping up to 27 hydro-electric power plants throughout China.

The company's bids are backed by an Austrian export credit to China of \$26.5m, agreed last February.

Other Austrian companies, including Voith, Andritz and Voest-Alpine, would also be involved, but Elina would be the lead contractor for any deal signed.

The company said yesterday that it hoped to win some of the contracts, although there was strong competition.

"We will be discussing specific projects during the visit next week, but nothing has been decided yet," an official said.

If successful, Elina's bids will give it a welcome boost after recent difficult years in which it suffered considerable losses.

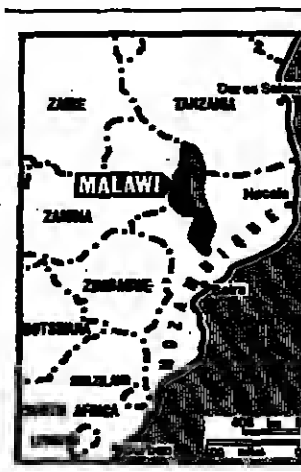
Difficulties at home, with delays and cancellations for some major projects because of environmental opposition, have reduced possibilities on the domestic market and the company has eagerly sought overseas contracts.

The company completed a contract worth about \$200m in China last year. Recently, it has signed a contract worth about \$450m to supply and install electrical equipment for a hydro-power plant in Indonesia.

Mozambique's guerrilla war has cut a land-locked neighbour's shortest route to the sea

Transport problems hit Malawi's trade

by Patti Waldmeir, recently in Lilongwe



THE ECONOMY of landlocked Malawi, which is weathering Africa's economic crisis better than most on the continent, is under strain because of serious transport problems which are disrupting trade and putting heavy pressure on the country's balance of payments.

The escalating guerrilla war in neighbouring Mozambique over the past year has severed both the Malawi's traditional lifelines to the sea, leaving the tiny central African country without a rail link to a sea port.

Traditionally, some 90 per cent of Malawi's trade used either the 1,600 km line to the Mozambican port of Beira, or the alternative rail route to the Nacala port in Mozambique, 1,400 km away. By April last year, rebel attacks and deteriorating quality of track had virtually closed both these routes, leaving Malawi dependent for the bulk of its exports and imports on an unreliable and expensive 4,000 km road and rail route to the South African port of Durban.

The impact of disruptions has reverberated throughout the economy. Import costs have risen, putting a strain on consumers and domestic industry which has also been forced to hold abnormally high inventories of imported goods. Petrol and diesel have periodically been rationed, and motorists complaining of long queues at petrol stations earlier this year.

The tea and tobacco indus-

tries, which provide about 70 per cent of foreign exchange earnings, have seen profitability eroded by the effect of escalating transport costs. Malawi's sugar industry faces an immediate crisis as world market prices fall below the cost of transporting Malawi's sugar to buyers outside the region.

Overall, Government estimates that the closure of the Beira and Nacala routes is costing the economy some \$50m per year in higher import costs and lower export receipts. The Malawi Chamber of Commerce estimates that transportation costs for most commodities are

The Tanzanian government plans to reinforce the Idema Bridge over the Kiviri River to provide a temporary alternative to the Beira Bridge across the Save River, damaged by heavy flooding in mid-April, according to officials in Dar-es-Salaam.

Beira Bridge, on the Malawi-Tanzania road which gives Malawi access to the Tanzania-Zambia railway and the port of Dar-es-Salaam, was opened last year and provides an alternative to the longer southern route to South African ports.

Since the flooding, goods have been held up at the Tanzanian rail town of Mbeya.

African-backed Renamo guerrillas in Mozambique have fallen flat; rebel activity continues to escalate, leaving Mozambique with no choice but to plan long-term transport alternatives.

Businessmen and diplomats say the Government has acted promptly to ease bottlenecks. Construction of a link road through northern Malawi to the Tazara rail line in Tanzania has opened up a new northern transport corridor to the port of Dar-es-Salaam which trims about 2,000 km off the trip to the sea; although many exporters and importers are worried by the notorious inefficiencies of both the port and rail line.

Plans are in hand to build up a domestic road transport network within the country are also being improved.

At the moment, however, Malawi is dependent for the bulk of its imports and exports on two alternative routes to Durban: by road to either Harare in Zimbabwe or Lusaka, Zambia and onward by rail to the port. However the road route to Harare through Tlokweng is still under construction and the security situation there to interrupt the \$200m (£164m) rehabilitation of the rail line to Nacala as well.

led to a shortage of lorries and locomotive power.

Malawi's sugar industry, the country's third largest foreign exchange earner, has been hardest hit by the disruption. Jointly owned by the Louisa Group of the UK and the Malawi Government, the industry has seen transport costs increase beyond the depressed world market prices for sugar, making it uneconomic for the country to export outside its limited quota markets in the U.S. and EEC.

By the end of last year, about 131,000 tonnes of sugar were held in stock (total production in 1984 was 156,000 tonnes) and the country's second largest sugar estate, the Kwacha 70m (£35m) Dvanga project has been unable to service its debts. Tobacco industry officials say high transport costs have put a heavy burden on their finances when the world market is relatively weak and when many estates are still burdened by heavy debts from the 1970s.

Even the tea industry, which enjoyed its best-ever year last year with receipts doubling due to high world prices, is under pressure.

Near-term prospects for reopening the Nacala and Beira lines appear bleak, as guerrilla attacks have recently halted improvement work on the container terminal at Nacala, and the security situation threatens to interrupt the \$200m (£164m) rehabilitation of the rail line to Nacala as well.

EEC warns Ottawa over new quotas on beef

BY IVO DAWYDAWICZ IN BRUSSELS

FOREIGN MINISTERS of the EEC yesterday warned Ottawa that the Community will press ahead with retaliatory measures against newly-imposed quotas on beef exports to Canada if rapid agreement on increased quotas is not reached.

The ministers' bang back, however, from immediately applying punitive restraints on Canadian sales of a number of products, such as rye whisky and maple syrup.

Negotiations between the Community and Canada have been under way for several weeks and were originally expected to be completed last week. But the Canadian Cab-

net was unable to conclude its debate on the issue and has asked for more time.

Ottawa imposed a 2,700-tonne quota on EEC sales of beef from Ireland and Denmark in January which was rapidly filled.

The revised figure, which is understood to have been informally agreed by both sides prior to official confirmation, is for a 10,600-tonne quota for low grade beef, plus further tonnage for the top grades.

Mr James Kellock, Canadian Trade Minister, was expected to seek agreement from the Cabinet for a deal yesterday.

Brussels in fresh plea to U.S. on pipeline steel

BY OUR BRUSSELS CORRESPONDENT

THE EUROPEAN COMMISSION yesterday renewed its appeal to the U.S. Administration to activate "short supply" rules allowing Community producers to meet a shortfall in special tubes needed by the All American Pipeline.

The tubes, technically designated X70s, are needed for the company's oil pipeline linking Santa Barbara, California, with Freeport, Texas. Officials in Brussels fear that failure to agree extra supplies from Europe will mean Canadian producers will fill the shortfall.

Under the EEC's steel quota agreements with the U.S., the Community can be allowed to

exceed its quota of 7.6 per cent of the market if no U.S. company can fill the order. However, the U.S. Administration must first declare the "short supply" clause applicable.

So far, despite a request by the Community three weeks ago for the clause to be activated, the U.S. has declined to allow extra sales. Yesterday, the Commission wrote to Mr George Shultz, U.S. Secretary of State, urging him to authorise additional tonnage.

Contracts agreed between the EEC producers and the All American Pipeline Company allow the Community to supply 210,000 tonnes for the scheme

Iran proposes new oil deal with Japan

By Yoko Shitani in Tokyo

IRAN is proposing to sell crude oil under framework agreements with Japanese oil companies and trading houses. Under such arrangements, period and volume are predetermined, but delivery dates can be fixed at the buyer's discretion.

The new proposal, which is more flexible than existing deals, is the first of its kind to be offered by a member of the Organisation of Petroleum Exporting Countries (Opec).

The proposal for framework agreements was made during recent talks in Japan.

Philip Morris International Capital N.V.

8 1/2% Guaranteed Sinking Fund Debentures Due 1986

NOTICE IS HEREBY GIVEN that, pursuant to the provisions of the Indenture dated as of June 1, 1971, under which the above designated Debentures were issued, Citibank, N.A., (formerly Citicorp), as Trustee for the holders of the said Debentures, has selected for redemption the First National Coupon Series of the said Debentures, in the principal amount of \$1,280,000 (the "redemption price"), together with accrued interest to the redemption date, \$1,280,000 (principal amount of said Debentures bearing the following distinctive numbers:

SINKING FUND COUPON DEBENTURES BEARING THE FOLLOWING LETTERS M															
44	4087	5445	6370	8992	9119	9419	10136	10699	11236	11773	12307	13169	14128	14230	
166	4099	5466	6387	8994	9080	9121	9424	10133	10648	11227	11803	12431	13170	14198	14584
167	4100	5467	6388	8995	9081	9122	9425	10134	10649	11228	11804	12432	13171	14199	14585
284	4105	5473	6398	9277	9098	9128	9434	10137	10654	11229	11806	12431	13171	14198	14584
342	4106	5487	6400	9280	9099	9127	9437	10138	10661	11230	11810	12442	13179	14199	14587
343	4107	5488	6401	9281	9100	9128	9438	10139	10662	11231	11811	12443	13180	14200	14588
346	4124	5492	6415	9285	9106	9129	9453	10149	10666	11249	11813	12451	13195	14212	14582
371	4130	5498	6417	9290	9107	9130	9458	10150	10698	11258	11814	12454	13199	14218	14583
378	4131	5497	6418	9292	9108	9131	9460	10162	10697	11256	11821	12456	13208	14214	14543
380	4132	5499	6419	9293	9109	9132	9461	10163	10698	11257	11822	12457	13209	14215	14544
394	4133	5500	6445	9301	9128	9133	9469	10169	10694	11269	11828	12471	13207	14194	14258
395	4144	5507	6463	9308	9139	9140	9468	10212	10695	11966	11899	12478	13226	14195	14259
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410	4161	5515	7129	9307	9096	9144	9486	10222	10693	11270	11839	12487	13237	14193	14269
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428	4168	5562	7462	9324	9128	9151	9503	10234	10797	11346	11868	12508	13244	14197	14529
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441	4165	5557	7465	9328	9132	9151	9506	10236	10699	11353	11877	12507	13249	14199	14527
961	4187	5668	7468	9331	9142	9154	9619	10234	10810	11365	11877	12314	13260	14210	14671
964	4173	5664	7470	9332	9143	9155	9528	10232	10811	11366	11879	12522	13267	14211	14682
965	4174	5665	7471	9333	9144	9156	9529	10233	10812	11367	11880	12523	13268	14212	14683
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Government set for row over profits ruling

BY MICHAEL DUNNE, AEROSPACE CORRESPONDENT



Mr Peter Rees

INDUSTRY is expected to react strongly to a government decision to restrict the increase in profits permitted on non-competitive government work, especially in the defence procurement sector.

A Treasury statement yesterday by Mr Peter Rees, Chief Secretary, said that the new target rate of profit would be 12 per cent on capital employed (on a semi-current cost accounting basis) from today.

This compares with the 11 per cent currently permitted (also on a semi-current cost accounting basis), and the 13 per cent figure recommended recently by the official Review Board for Government Contracts.

The current annual value of Government non-competitive work amounts to about £4.5bn a year, representing about 60 per cent of the Defence Ministry's annual arms and equipment procurement bill.

It has been estimated that had the Review Board's recommendation been accepted fully, it would have added some £50m to the arms bill annually.

The Review Board's 13 per cent recommended rate of return in semi-current cost accounting terms was estimated to be equivalent to a return of 18 per cent in historic cost terms.

Mr Rees's statement also said that the Government was still examining the question of changes in the formula governing the ratio of costs of production to capital employed (the price ratio).

As a result, the Government had decided for the time being to retain the present ratio of 2.24 to 1, instead of adopting the Review Board's recommendation of increasing it to 2.35 to 1.

The Review Board was set up as the main regulatory body for non-competitive contracts in 1983, following the discovery of what were then described as "runaway profits" in the defence field.

The House of Commons Public Accounts Committee, the all-party parliamentary watchdog on government spending, has been particularly critical of such profits, which it claims industry has enjoyed in recent years.

Earlier this year, the Comptroller and Auditor General, Sir Gordon Downey, criticised such profits, which he estimated had amounted to £300m between 1980 and 1984.

Industry itself, however, has argued strongly that the level of profits on non-competitive Government work has not kept pace with the returns available to companies in the rest of the economy.

Ivor Owen writes: The cost in real terms of acquiring the Trident nuclear missile system is, on current estimates, below that envisaged in 1962, Mr Adam Butler, Minister of State for Defence Procurement, told the House of Commons yesterday.

Mr Butler recalled that in 1962 the estimated cost of the Trident system - at September 1981 prices and at an exchange rate of \$1.78 to the pound - was £7.5bn.

He explained "statistically this figure is 81 per cent of the latest estimate of £9,285m announced by Michael Heseltine, the Defence Secretary, in January."

Philip Bassett assesses the Opposition's moves towards an election compact with the TUC

Labour and unions plan a new strategy

THE OPPOSITION Labour Party's tentative steps - and tentative they are at present - toward a new compact with the unions have suddenly, after years of often rapid talking, gained a new force for one reason, and one alone.

That is the perceptible belief in the party that there is now a real prospect of what once looked unsustainable - a Labour win at the next general election.

From frontbenchers to constituency party activists - and, according to the opinion polls, to voters themselves - this significant switch in feeling is having a corresponding impact on morale. Mr Norman Willis, Trades Union Congress (TUC) general secretary, said in a keynote speech this week, "We are on our way back."

Mr Willis's theme of a new dawn for Labour and the unions echoes a speech last week by Mr Roy Hattersley, the party's deputy leader and economic spokesman. It prefaces the likely tone of an address later this week by Mr Neil Kinnock, the party leader, in his heartland of the Wales TUC.

The basis of this feeling is a belief that, after years of being in the saddle, the Conservative Government is being unseated by the very point which Labour movement activists said publicly would be its undoing, but privately seemed to des-

pair of ever having an impact: unemployment.

The formation last month of the cross-party Employment Institute is only one factor. The Government, partly through its own efforts in what is widely seen as a complacent piece of work, its White Paper (policy statement) on employment, has helped turn the tide.

Previously, evidence of this shift has looked like wishful thinking on the part of Labour leaders. Now the mood is different, supported by hard, concrete work - a programme which has been taking shape since the beginning of the year under the aegis of the TUC-Labour Party liaison committee.

A product of the 1970s, this committee - comprising union leaders, senior figures on Labour's national executive and representatives of the parliamentary Labour Party - has at times looked unhappy in the harsher 1980s, its thoughts unheeded, its pronouncements judged irrelevant in an economy grappling with recession.

In part, this has been an internal problem. If, as some prominent members of the committee suggest, some key labour leaders had not even been reading the committee's documents, then how could it expect others to do so?

With a change in belief in Labour's election prospects, this year's work by the committee has suddenly



Mr Norman Willis

become imbued with a greater significance.

Later this month, both the Labour Party executive and the TUC general council will be asked to endorse a revised draft of a paper which lays out the joint strategy for the two wings of the labour movement for the first period of a returned Labour government.

That strategy is both radical, and not new. It seeks a substantial programme of public investment, totalling some £30bn over five years. It wants to give Britain a breathing space, in terms of foreign competitors, to achieve economic expansion; that may mean import controls. It wants modernisation of industry, a new role for public enter-

prise, better regional planning, more careful skill investment.

It wants a national investment bank to encourage institutions to bring back money they have sent abroad, and a new form of exchange controls if they do not; and it wants a national economic summit to deal with such vexed questions as incomes.

Most of this has been heard before from Labour and the unions. The radicalism lies in a belief that it will or at least might well happen. From that belief comes work to flesh out these policy objectives to form a programme that will be in place before the election.

As a radical strategy, it is not unflawed. For the most part, at present, it has been Labour Party bureaucrats talking to TUC bureaucrats; it needs to be widened. Partly because of that, the feeling on the committee is that some senior Labour figures have not yet fully grasped it. Mr Hattersley is instanced in this regard.

No one believes that the exercise is going to produce a magic figure for pay at which the unions will settle. Given that, the argument is to approach the question of incomes from the standpoint of the component economic parts of inflation: incomes are a factor, but not the sole one.

Although this thinking is at least adroit, it may not, in its current forms, wash with the electorate. But if that is a difficulty, there is a larger one.

Previous compacts between Labour and the unions have always been reciprocal: the unions have accepted some form of economic planning (with the suspicion, mostly proved right, that sooner rather than later this collapses into an incomes policy) for the *quid pro quo* of advances in employment law.

This time, the TUC-Labour exercise is faced with two problems. Firstly, there will not be an incomes policy-style solution offered by the unions; so how - or why - should there be any corresponding move on Labour's side?

Secondly, the TUC is in any case unclear about what it might want on labour law. At some stage, the unions will have to deal with the growing gap between what they say on the issue, and what they do.

Until that is resolved, no one in the TUC or in the Labour Party is giving serious thought to the issue.

Although this is a difficulty, it does emphasise that this year's liaison committee documents are a step towards Labour's eventual election programme. They offer fresh thoughts on unemployment, on wages councils, on unfair dismissal, on the labour market and on the economy. They are not new subjects, but they have been revitalised.

Housing loans may replace grants

GRANTS FOR home improvements, which cost more than £750m a year, are to be replaced by home improvement loans for all but the poor, in legislation which Mr Patrick Jenkin, Environment Secretary, plans to introduce in the next session of parliament.

His plan is one of several bills in the queue for Cabinet approval and among several important proposals the Environment Department hopes to see included in legislation, among them plans to end the present rates (property tax) system and the removal of private-sector rent controls for new lettings.

A second bill, on housing loans, would replace the substantial amount from the public spending totals, "in 1983-84, improvement grants cost the Government £933m."

McDONNELL DOUGLAS, the giant U.S. aerospace group, has completed the \$12.5m purchase of Applied Research of Cambridge, a small British computer-aided design company.

The two companies stated that the shareholders of Applied Research had approved the deal, which will make the Cambridge concern a division of McDonnell Douglas's information systems groups.

The Cambridge company, formed in 1969 as a result of work in computerised draughting at Cambridge University, sold products worth £6.6m in 1984. Applied Research specialises in computer-aided design systems for the engineering and construction industries.

McDonnell Douglas's information systems group, which already sells the Cambridge company's products in the U.S., reported sales of \$887m last year and aims to quadruple this figure by 1990.

A PROPOSED merger between two of the largest co-operative bodies in the UK - which would create a retail and manufacturing group with annual sales of more than £5bn - has still not been agreed three years after it was first announced.

The merger between the Co-operative Wholesale Society (CWS) and Co-operative Retail Services was first put forward in 1982 as a means of creating a more effective force in the co-op movement in face of fierce retail competition.

ACORN, the troubled home computer group which was rescued by Olivetti earlier this year, has launched a long-awaited enhanced version of the BBC Micro.

The new model - the BBC B Plus - costs £299 and has received a cool reception from some of the leading retail chains which argue that it is too expensive. The B Plus has a larger memory and better facilities than the standard BBC Micro.

'Broken promise' over state pensions

By Peter Riddell, Political Editor

MRS MARGARET Thatcher, the Prime Minister yesterday came under strong fire in the House of Commons over the proposed shake-up of the social security system which is due to be discussed by the Cabinet tomorrow morning.

Mr Neil Kinnock, the Labour leader, was loudly cheered by his own backbenchers when he accused Mrs Thatcher of "ratting" on election promises about the future of the state-earnings related pension scheme (Serps) and of being a "liar".

Mr Kinnock said that while robust debate was the system in the Commons, "moderation in our language is essential to civilised debate and I do deprecate words of that kind."

Mr Kinnock agreed that robust exchange was in "the best conventions" of the Commons, while adding that "when the policies that give rise to such language are moderated then the language will be moderated."

Mrs Thatcher deliberately refused to reply to Mr Kinnock's request about the future of Serps. She said that the reviews of pensions, provisions for children, housing benefit and supplementary benefits would be coming before the Cabinet soon, though "it might take more than one meeting to discuss it."

The remaining differences over the estimated costs and savings involved in the phasing out of Serps and its replacement by private pension arrangements were largely settled at a meeting on Monday evening involving Mrs Thatcher, Lord Whitelaw, the Leader of the Lords, Mr Nigel Lawson, the Chancellor, and Mr Norman Fowler, the Social Services Secretary.

Mr Fowler's paper was last night being circulated unchanged around Cabinet ministers. It was pointed out that there were now no problems about figures though it was conceded that the estimate might be open to different interpretations.

Indeed, it appears that the Treasury and the Department of Health and Social Security do retain differing views about the implications of ending Serps. But the Department of Health and Social Security believes that it has made progress in being able to go ahead with its proposals despite last week's reservations from Mr Lawson.

The probability is that the Cabinet will have to have two meetings to discuss the wide range of issues raised by the reviews, even though tomorrow's Cabinet is due to start at the early hour of 9 am. The hope is that the resulting discussion document can be published probably in the third week in May.

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Labour confident

BY PETER RIDDELL, POLITICAL EDITOR

MR NEIL Kinnock, the Labour leader, claimed yesterday that tomorrow's local elections would mark "another landmark" in the party's increasing popularity with voters.

Speaking in London, Mr Kinnock said he was "confident" that we will at least hold our share of the county council vote. We will gain new seats and we will stay in the lead in the counties we won in 1981.

The party also released a Market and Opinion Research International survey taken in early March in the English counties. This gives the

Tories 37 per cent, Labour 35 per cent and the Alliance 21 per cent. This compares for example with 48 per cent for the Tories in last year's European elections, nearly 30 per cent for Labour (well up on its 1983 performance) and just under 22 per cent for the Alliance.

The Labour strategy is to concentrate on pushing down the Alliance, vote partly by putting up an increased number of candidates to ensure three cornered fights and thus possibly preventing Liberal or SDP victories, particularly in rural areas.

UK NEWS

Tourism 'a top earner for Britain'

By Arthur Sandles

BRITAIN should earn at least £5bn in foreign currency this year from tourism, now the nation's biggest employer, Mr Duncan Black, chairman of both the British Tourist Authority and the English Tourist Board, said yesterday.

The UK earned about £5.4bn last year from a little under 14m overseas visitors. A further £3.95bn was spent by Britons within the UK.

Speaking at a tourism conference in Chester Mr Black pointed to the creation of 50,000 new jobs a year by tourism and a return of £178 for every £1 spent by the Government on the industry.

"I can think of no business in Government or out of it which produces a return of this fantastic order," he argued. "We must, therefore, resist misguided efforts to cut back on Government and local authority expenditure on tourism."

Mr Black estimated that some 1.3m people relied on tourism for their jobs. "This makes tourism as an industry the biggest single employer."

"Let there be no doubt in anyone's mind, that tourism is Britain's biggest growth industry" he added.

Pressure group to fight fixed Channel link

By SUE CAMERON

A CAMPAIGN to stop the building of a fixed link across the English Channel was launched yesterday by a group of ferry companies and other sea interests. They claim that a tunnel or bridge would lose money and would threaten their viability.

The new group - called Flexlink - said proposals for a fixed link were being discussed without any "real debate about the cross-Channel market taking place at all". It added that "vital questions of public interest and safety are being ignored."

Flexlink is planning to lobby the Government and MPs in an effort to halt plans for a tunnel or bridge. The group's members include Dover Harbour Board, European Ferries and its Townsend Thoresen subsidiaries, British Ferries with its Sealink subsidiaries, Doverport and Belgian, Dutch, Danish and French sea service operators. The group is hoping to persuade airlines and airports to join its campaign.

Mr Jonathan Sloggett, chairman of the group, said in London that what was on offer from fixed-link lobbyists was "merely a list of fanciful schemes that demonstrates a total ignorance of the requirements of this demanding market."

Mr Sloggett admitted that the ports and sea service operators which had joined Flexlink had a vested interest. But he insisted that they were not afraid of competing against a Channel tunnel or bridge operator.

"If one of the fixed-link schemes goes off the ground there would be a fierce price war. We are not wishing to claim that all of the present ferry services would survive - some marginal ones would disappear. But we are confident that we would retain enough traffic to ensure that the fixed link did not achieve the revenue it would need to be successful."

The net effect would be to reduce choice for customers, to concentrate traffic within a very narrow corridor and turn an industry that is currently viable into one that isn't - and that would be true of both the sea services and the fixed-link service, he said.

Mr Sloggett said that competition from sea services would prevent a fixed-link operator from charging the rail fares or road tolls that would be needed to recoup the £4bn to £5bn cost of a fixed link.

BCal sets sights on share flotation

By Michael Donne, Aerospace Correspondent

SIR ADAM THOMSON, chairman of Caledonian Aviation Group, which includes British Caledonian Airways (BCal), said yesterday that the group was planning a stock market flotation "at a time still to be decided, but certainly within the foreseeable future."

He was commenting on some top-level management changes designed to gear the group for further expansion in the years ahead, after the recent route-swap with British Airways. In that development BCal took over BA's Saudi Arabian routes, while BA took over BCal's South American network. BCal starts its new Gatwick-New York service today.

Mr Alastair Pugh, managing director of British Caledonian, moves up to become an executive vice-chairman of Caledonian Aviation Group and group director of strategy. He is succeeded as managing director of BCal by Mr David Coleman, at present deputy managing director. Mr Trevor Bond, group finance director, also becomes an executive vice-chairman. Sir Adam remains group chairman and chief executive.

The Caledonian Aviation Group comprises BCal itself, British Caledonian Travel Holdings (Blue Sky Holidays, Blue Sky Travel and Jet-saver), Caledonian Airtime, Caledonian Hotel Holdings and BCal Helicopters.

The group is owned privately by banks and other institutions. It has assets of about £250m and capital reserves of about £80m.

The group had earned a record profit of £15.35m in the last financial year, and it was expecting an improved result for the present financial year. "Prospects for the group have never been better," he said.

CBI quarterly survey of industrial trends

Brisk recovery 'should continue'

Report by Max Wilkinson, Economics Correspondent

THE UK ECONOMY should continue its recovery at a brisk pace until at least midsummer, the latest survey of manufacturing industry by the Confederation of British Industry (CBI) suggests.

The Quarterly Industrial Trends Survey of 1,544 companies, published yesterday, shows that demand and output have increased at the fastest pace for 12 months, while optimism about exports has risen strongly.

The survey, conducted early in April, suggests that investment will continue to rise steadily in the next 12 months and that company liquidity will improve.

Employment in manufacturing industry is at last expected to stabilise in the next few months after a long period of decline.

The survey is less optimistic about the prospects for inflation, with some suggestion that average costs per unit of output and domestic prices have been accelerating. But the CBI says that in both cases the increase is expected to be moderate. It suggests that cold weather earlier in the year and the sharp decline in sterling could account for these increases.

Confidence has improved since the last quarterly survey in January, with a percentage balance of 18 per cent saying they were more confident than four months ago. The balance is the percentage reporting an increase minus the percentage reporting a decline.

No sector of industry showed less optimism than it did four months ago. The largest improvement was among smaller companies.

Orders appear to have improved more than expected in February, with a balance of 24 per cent reporting a rise. The CBI says: "This suggests an acceleration of the intake of new orders compared with January, when the balance was 13 per cent."

The improvement in order books was most marked for larger firms and those in the capital goods sector.

Order books are the best since 1977, the survey suggests.

Output has also been rising at a faster rate, with a balance of 81 per cent reporting an increase compared with 13 per cent in January. This improvement is about what was expected at the turn of the year.

The survey shows that the trend of improvement in the capital goods sector to be faster than average has been maintained. Larger companies also appear to have been doing particularly well.

In spite of the increase in output, more than half of the companies contacted said that they were working below full capacity.

In the next few months output is expected to continue to rise at a still faster rate, with a balance of 27 per cent expecting an improvement. The survey indicates that the capital goods sector and larger companies will continue to be particularly buoyant.

The survey shows that the largest constraint on output is still lack of orders and sales. Although only 73 per cent of companies cited this factor compared with about 80 per cent in the last three surveys.

Shortages of skilled labour and of plant capacity now appear more of a problem, with shortages of skilled labour cited by 12 per cent of companies as a limiting factor. This is, however, only slightly above the shortages reported in the recession of 1975.

Shortages of plant capacity are affecting 18 per cent of companies, the highest since 1974, and slightly higher than the peak of 16 per cent reached in 1979. The figure is still below the peaks of about 25 per cent reached in earlier economic cycles.

The survey shows little change in

the position of stocks, though some small amount of stock-building is indicated for the next four months. In general, companies still consider stocks too high, with only the chemicals industry reporting inadequate stocks.

Companies' investment intentions in the next 12 months appear more buoyant than in January, but not more so than at the beginning of 1984. The capital goods sector continues to show the strongest investment plans and there has been a revival among the large companies.

The majority of companies continue to invest, mainly to increase efficiency and replace worn-out plant and machinery - 78 per cent citing efficiency and 45 per cent replacement. The proportion mentioning expansion of capacity as the reason for investing rose again, to 28 per cent, the highest figure since 1979.

Conversely, the proportion saying that fixed capacity was more than adequate has fallen to 24 per cent. Companies also seem to be finding that shortage of internal finance and the cost of finance have become more important in restraining investment, with about 20 per cent citing these factors compared with 6 to 10 per cent in the last survey.

The balance of companies reporting a decline in their workforce in the last four months has fallen in this survey to 5 per cent, while smaller companies continue to report that they employ more people.

The survey suggests that, in the next four months, the total workforce will remain broadly unchanged, although there will be some falls in the larger companies. Half the industrial sectors expect employment to rise in the next 12 months.

Average costs per unit of output rose sharply in the last few months with a balance of 40 per cent reporting an increase, the highest figure since the beginning of 1981.

This is broadly in line with expectations in January, after the steady decline in sterling. An acceleration in the rate of increase in companies' selling prices was also expected then. This survey confirms that this has happened, with a balance of 35 per cent reporting price rises.

Cost and price increases are expected to decelerate during the next four months, with the slowest price increases in the capital goods sector and the fastest among makers of consumer goods and metal manufacturers.

Optimism about export prospects in the next 12 months showed a further increase, with a balance of 20 per cent showing a rise. Although this was slightly less than in the previous surveys, the CBI says it still indicates a substantial improvement.

Export order books are reported above normal, with a balance of 6 per cent reporting this - the strongest result yet recorded. In addition, the balance of 30 per cent reporting an increase in the volume of export orders was a record, with the rise spread widely over all sectors.

In the next four months the rate of increase is expected to moderate, with a balance of 19 per cent predicting rises. The CBI says this is still a high figure by historical standards.

The special six-monthly questions on corporate liquidity show a further increase. In the year to April, the balance of 12 per cent reporting an improvement for the period was only half the balance that had expected an improvement. The survey shows a fairly steady rise in liquidity reported since the year ending October 1981.

Quarterly Industrial Trends Survey No 96 from Confederation of British Industry, Centre Point, 103 New Oxford Street, London WC1A 1DU

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298 4980 7723	6469 10175	11569 11840	12321 12706 13659 14707 14678 17066 18365 18683 19713
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304 4986 7729	6475 10181	11575 11846	12327 12712 13665 14713 14684 17072 18371 18689 19719
305 4987 7730	6476 10182	11576 11847	12328 12713 13666 14714 14685 17073 18372 18690 19720
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307 4989 7732	6478 10184	11578 11849	12330 12715 13668 14716 14687 17075 18374 18692 19722
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317 4999 7742	6488 10194	11588 11859	12340 12725 13678 14726 14697 17085 18384 18702 19732
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319 5001 7744	6490 10196	11590 11861	12342 12727 13680 14728 14699 17087 18386 18704 19734
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321 5003 7746	6492 10198	11592 11863	12344 12729 13682 14730 14701 17089 18388 18706 19736
322 5004 7747	6493 10199	11593 11864	12345 12730 13683 14731 14702 17090 18389 18707 19737
323 5005 7748	6494 10200	11594 11865	12346 12731 13684 14732 14703 17091 18390 18708 19738
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325 5007 7750	6496 10202	11596 11867	12348 12733 13686 14734 14705 17093 18392 18710 19740

Fresh row over union activity at GCHQ

By David Brindle

UNION LEADERS have appealed to the Government to delay any disciplinary action against staff who have rejoined unions at the Government's secret GCHQ communication centre.

The Civil Service unions have arranged a meeting with Sir Robert Armstrong, the Cabinet Secretary, on May 8. They have asked him to freeze until then the five-day deadline for disciplinary measures. The Government last year banned union membership at GCHQ on grounds of national security.

The new development came yesterday as the controversy surrounding the re-recruited GCHQ trade unionists grew. The biennial conference at Blackpool of the Civil Service Union (CSU) mandated the union's executive to organise industrial action in support of any member dismissed.

There are said to be seven CSU members who rejoined the union after first agreeing to surrender the right to do so after the ban on unions at GCHQ. Only one is so far known to have been given five days to resign again.

The letter sent to the member Mr Des Quinn, threatens "disciplinary proceedings" in the event of his not meeting the deadline. Some union leaders were yesterday taking comfort from the fact that the letter did not say "disciplinary proceedings not excluding dismissal", which is the normal form if dismissal is contemplated.

Union leaders felt that the Government's attitude towards the 100-plus GCHQ trade unionists, reflected in a recent letter from the Prime Minister to Mr Norman Willis, general secretary of the Trades Union Congress (TUC), was that it did not wish to force confrontation.

Mr Peter Jones, secretary of the council of Civil Service Unions, said the Government would make a "tremendous mistake" if it dismissed any of the re-recruited members.

He said: "Sir Robert would be prepared to stop any precipitate action. Mr Rodney Brinkershafe, general secretary of the National Union of Public Employees, said he interpreted the TUC's commitment to a 'day of action' in the event of dismissal at GCHQ as a proposal for a 24-hour strike throughout the union movement."

Britain's gas reserves are uprated by 15%

By IAN HARGREAVES

A 15 per cent uprating of Britain's estimated gas reserves yesterday came as no surprise, after the indications given by the Government earlier this year when it justified its decision to veto British Gas's proposal to import 520m tonnes of Norwegian gas on the strength of increased domestic reserves.

But the picture of Britain's oil and gas industry presented in the latest Department of Energy Brown Book also confirms the less encouraging trend of depleting oil reserves, although the rate of decline in the oil estimates is fractionally lower than in previous years.

Mr Alec Buchanan-Smith, the Energy Minister, described 1984 as "a vintage year" for the oil and gas industry, which in terms of the level of drilling activity, it certainly was.

A record 182 exploration and appraisal wells were drilled, compared with 128 in 1983. Mobile rigs put in a total of 49 rig years, up from 34.2 rig years in 1983.

As a result of this drilling boom, more information became available to the Department of Energy, enabling it to increase the official reserve estimates.

Mr Buchanan-Smith said yesterday that 12 oil companies had increased their estimated gas reserves, contributing to the 6.2 trillion cubic feet (tcf) increase in proven and probable gas reserves.

At 64.6 tcf, proven and probable reserves represent about 26 years of present UK gas consumption. In addition, the Brown Book identifies 22.7 tcf of remaining "possible" reserves. Possible is defined as possessing a significant but less than 50 per cent chance of being technically and economically producible.

Another record set last year was for the number of new oil and gas developments approved - 15 projects were given the go ahead. So far this year, five approvals have been given and Mr Buchanan-Smith expects a total for the year of 20.

The other major point of interest in the Brown Book is its report on the UK offshore supplies industry, which is currently benefiting from a major sales campaign led by Mr Buchanan-Smith and increased pressure on oil companies to buy British.

Mr Buchanan-Smith is going to Houston next week for the Offshore Technology Conference, a major industry convention. He will also call on senior executives of the major oil companies in New York to press his message that more high technology contracts should be placed with British-owned companies.

Last year, according to the Brown Book, £2.65bn or 74 per cent of oil and gas supply contracts were placed in the UK, compared with 72 per cent in 1983. These figures, however, include orders placed with foreign-owned companies operating in the UK.

Ford enters talks for supply of engines to other manufacturers

By JOHN GRIFFITHS

FORD is in detailed negotiations to supply its UK-manufactured car and van diesel engines to other volume vehicle producers in Europe.

At least three manufacturers - one each in the UK, France and West Germany - are understood to be at an advanced stage of negotiations to take supplies of Ford's 1.6 litre car diesel or the 2.5 litre directly injected van diesel launched in the Transit last year.

One contract, covering a three-year supply period, is understood to be close to signature.

Ford has acknowledged that "discussions" are going on, but has refused to identify any of the other parties involved. Suggestions that Land Rover, BL's four-wheel-drive

and vans subsidiary, was a potential recipient were dismissed.

The company acknowledged that the Transit diesel was undergoing in-vehicle assessment. "However, at any one time we have a number of engines under assessment in vehicles - you should not read anything into that."

In March, Mr Sam Toy, Ford UK's chairman, said the company was expanding capacity at the car diesels plant at Dagenham by nearly 30 per cent, from 160,000 to 205,000 units a year. About 110,000 of the engines - fitted in the Fiesta, Escort and Orion - were produced last year.

The directly-injected van diesel, which is claimed to be 15 per cent

more fuel efficient than a conventional, indirectly-injected unit, is also produced at Dagenham.

Ford produced 24,000 last year and has the capacity to make substantially more. The engine, which replaced the earlier York model, did not come into production until last spring and an industrial version has yet to be launched. Industrial and marine applications accounted for about half of the total output of the York engine.

While Ford has supply agreements with several small specialist car producers, such as Panther and Reliant of the UK, it has not hitherto been involved in supplying complete engines to rival volume manufacturers.

Sinclair vehicle chief loses job

FINANCIAL TIMES REPORTER

SIR CLIVE SINCLAIR's electric tricycle venture slithered into a further patch of confusion yesterday when the resident production engineer for the project was made redundant.

The tricycle, known as the C5, is made at the Hoover factory at Merthyr Tydfil, South Wales, by Sinclair Vehicles. Yesterday, the company said that the production engineer, Mr Michael Ford-Hutchinson, had completed his task of bringing the £399 vehicle into production.

Mr Ford-Hutchinson, one of several former De Lorean executives to join Sinclair Vehicles, said he had not been expecting to lose his job.

His redundancy comes only one week after Sinclair Vehicles said it was cutting output of the C5 to 100 a week - one tenth of the previous level and only 5 per cent of the output originally envisaged of 100,000 units a year.

Sinclair denied that Mr Ford-Hutchinson's departure was linked to poor sales. Since its launch in mid-January this year, 8,500 C5s are claimed to have been sold. The company is understood still to have 3,000 of the machines in stock at Merthyr Tydfil even though they went on sale through 400 retail outlets at the end of March.

Mr Ford-Hutchinson's departure is the latest in a series of controversies concerning the C5. Sir Clive

threatened to sue the British Safety Council for defamation over remarks it made about the machine's safety just before it was launched. The C5 then met a distinctly lukewarm reception from the media and within two weeks Sinclair imposed a blackout on its sales performance.

Sinclair is also having to respond to the Advertising Standards Authority that some of the claims made for the C5 could not be substantiated.

Sinclair's hopes are pinned in particular on the arrival of good weather to encourage sales of open-topped vehicles and on the development of export markets. A launch in continental Europe is planned for mid-summer.

Pru enters unit trust market

By ERIC SHORT AND GEORGE GRAHAM

THE PRUDENTIAL Corporation, Britain's largest life assurance and second largest pensions group with some £2bn of assets under management, is today breaking new ground by launching a unit trust operation, selling direct to the public through its countrywide salesforce.

The new subsidiary, Prudential Unit Trust Managers, will operate under the name Holborn - reflecting the location of the Pru in London. Its first products are the Holborn UK Growth Trust and the Holborn High Income Trust.

Until now, the Pru has been involved only in unit trust business in an indirect way as an investment vehicle for its unit-linked life contracts. Now it feels that its main market in the middle income group has tremendous sales potential that has been barely touched by the established unit trust groups.

Exco International has moved to rebuild the leadership of its subsidiary, Gartmore Investment Management, and to quell fears of an exodus of senior managers.

Mr Adrian Collins resigned last week from his post as managing director, followed swiftly by Mr Peter Rintoul, who was in charge of Gartmore's investment trusts. There has been speculation that others would follow them.

Exco yesterday announced the confirmation of Mr Campbell Allan and Mr Douglas Sarchett as chairman and investment director respectively, and the appointment of Mr Stephen Hinchliffe as managing director in charge of finance and administration.

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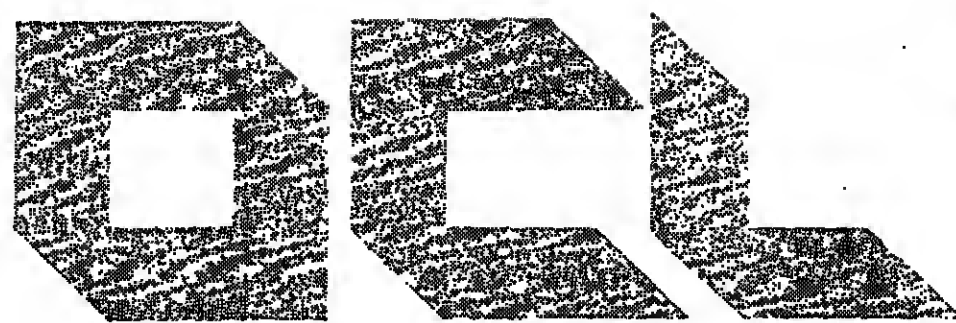
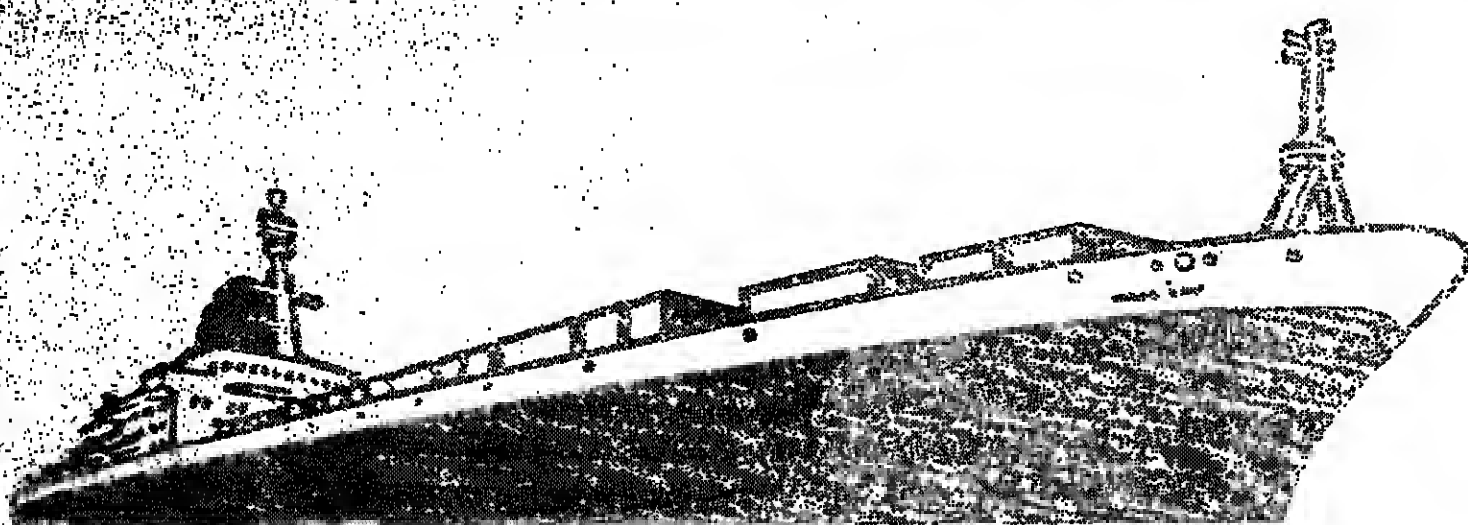
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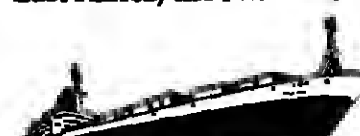
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THE MANAGEMENT PAGE

GENEEN believes that communications between head office and the divisions must be as open and direct as possible. Too many companies are run on hierarchical lines, with central bureaucracies remote from what is happening at the sharp end.

The average organisation, and there are hundreds like it, including the biggest ones we have, is set up with a kind of military management structure, which derives from the general and the lieutenants and all that stuff down there. And you usually have a guy way the hell up on the 24th floor and he always has a corner office, and all the stuff filters up with everybody practising what I will call corporate survival. They manage to filter it a little bit, change it a little bit. By the time it gets there it's supposedly what he wants to hear.

And that's part of what's wrong with our set-up. And if you think about it, a military structure is a war structure. The theory of war is to win at any cost. The theory of business is to win at low cost. So it doesn't exactly fit. There's a tendency not to get what you need down to the bottom.

In his book Geneen speaks of a "gushing torrent" of information pouring into IIT headquarters every month. This material was studied and digested in preparation for the key event of the month, the general management meetings.

We had all the stuff come together once a month, and we'd go into a meeting for a week. It's a huge room—a block long and half a block wide. We have 140 people in there. We'd spend a week digging these down to what the real fact were.

Now at that point we were collapsing about four layers of management. Everybody was in the room. I was in the room, the people in-between were in the room. The division people were in the room. The staff people were in the room. And we'd beat out all the problems. And we'd make decisions in five or 10 minutes that would take weeks going up these daisy chains.

And, most important, we wanted the bad news so we could help. Believe me, the people in a corporation soon learn whether you're after them or whether you're helping them. Our job was to get the problems, and then to see that the people had the support they needed. When they saw that, they'd tell you what the bad news was.

Geneen has very definite views about long range planning. You know, if we had nothing but better earnings for 58 quarters, which is 14 years,

'The theory of business is to win at low cost'

If the era of conglomerates is over, Harold Geneen (right), the creator of the modern IIT, is not aware of it. Since his retirement from IIT in 1979, substantial divestments have taken place, but Geneen still believes his approach to running a large group of businesses is valid and worthy of imitation. In London recently to promote his book,* he talked to Geoffrey Owen



Ashley Ashwood

we must have been doing some kind of long-range planning.

I think some of the best long range planning comes out of your immediate problems and opportunities. And it's very practical when you do it that way. Now that doesn't mean if somebody comes in and says we ought to buy this company and go in that field that you might not just as well take a shot, go in that field. But very seldom if you take ten fellows out of ten different business courses and they sit down in separate rooms, they'll probably all come up with the same place they all ought to go. And if you do that, you'll find yourself with ten other companies going in.

Semiconductors is a good example. Everybody went into semiconductors in the UK; we went in it. Plessey was in it, everybody was in it. So what? Nobody made any money.

The familiar criticism of IIT is that no single management team, however talented and hard-working, can run so many diverse businesses. Can the same team run all these things? The same team cannot and did not run all these things. If we had hotels, we had a hotel guy that was top notch to run the hotels. If we had an electronics company, we had an electronics guy to run it. What we did at the central area was to open things

up, get out the facts, support them, decide with them that they could grow, or what we could add, things like that. We bought Hartford Insurance Company, a large acquisition. I sat on the board for 10 years. I learned a lot about insurance. I certainly wouldn't think I could run it. But I got to know enough, and this was key, to understand what their risks were. So that we could say, yes, we support it.

There is a view that the stock market forces U.S. companies to pay too much attention to the next quarter's results at the expense of long-term development. Are there not advantages in the German system whereby the banks are the main sources of capital and short-term pressures are less acute?

I'm not sure it's good. If I look at Siemens' earnings over the years, they probably show 3 per cent on sales as their earnings, though I'm sure they have put aside a lot of reserves. And I don't think that's much of a stimulation to a management. So if you don't have the pressures on you to produce and perform, I suspect your management's going to be a little duller.

Stratified. You're going to live with things you won't want to live with longer.

There's no reason in my

opinion why you can't have short-term performance and do long range planning. They are not mutually exclusive. When I first went into the company (I got in there June 19 1959), they were not going to make the first quarter's earnings. I found out, by a substantial amount. Why? Because everybody was doing "long range planning." And if you spoke to them, they said, well, don't worry about the quarter. Five years from now, four years from now... I said to hell with that. I put out a memo; there'll be no more long range planning.

IIT under Geneen put enormous stress on "the numbers." You don't run the company by numbers. What happens is that you have to have orderly plans and we do it for one year, five years out. If you have 250 companies, everybody says I want to do this. I need this much capital. And you add 'em all up, you haven't enough money to take care of it all. So you try to anticipate that in advance.

IIT was not a company, it was a collection of 250 companies added together. So you needed the numbers to have a plan that you knew you could live with.

Now sometimes as you went along, something happens and the expectations are not being

borne out. Now why they're not being borne out you don't know. You then went to that point and it told you how important it was, and where it was. And then you got into what the problem really was. And the problem was never numbers. The problem was people, markets, products, all kinds of things came out of that review. That's what you used the numbers for.

Was Geneen uniquely qualified to run IIT, leaving an organisation which his successors could not possibly handle?

I am not a genius, nobody is. Some people don't want to. The one problem with running the kind of programme I described in those meetings, you had to do your own homework. You couldn't sit in these meetings and respond and understand the risks they were proposing and whether you could support them, and have the financing and everything, unless you did your homework. So that was a requirement.

What happens is that you learn a little bit this time, next time a little bit more. And the people out there kept knowing you were trying to help them. And so they'd tell you the problems, and you'd work with them.

Now, we had open communications because we were winning morale. People were growing, they went on from us to start executives of other companies. And these were all the inducements of things that happened. Does this require any special unique... anything? No. First of all, you've got to run it very fair. You can't play politics. In fact the only people I would get rid of without thinking were people who didn't want to work or people who wanted to play politics. Everybody else you try to help through.

I don't think it takes any genius to do it. You've got to do some homework, and you've got to play it straight. And... don't forget I was working since I was 16 on the stock exchange. You do acquire a certain amount of experience that helps you intuitively on your judgments, maybe even emotionally. And, sure, somebody ought to have some of that. He just can't come right out of business school. Does that describe a genius? No.

Geneen had a single-minded dedication to improving earnings per share. Was this at the expense of wider obligations to the community?

I figure if you're running a company you've got two or three obligations. One is to your shareholders: that is the ten per cent growth in earnings per share. But you also have it to the employees. Now, I felt very gratified that in 1974 when we had the world crash, we had probably close to 400,000 employees. I don't think our employment dropped 2 per cent. And that's because we were doing our homework at those meetings.

I think my first contribution to the community is to see that we've got an efficient company so the jobs in the damn thing aren't going to be knocked off by some fellow in Korea every other day.

Then the second thing I have seen is that so many people get taken in by their environment, and pretty soon they're what I call statesmen, and they're out giving speeches instead of running the company. And let me tell you, nothing worse happens to a company than when the guy who's in charge and who has the final decision, isn't there to make it. Much better that he turns it over to somebody and then goes out making his speeches.

I was on committees to put drop-outs to work for the president, all that kind of stuff. And you did a certain amount but I didn't go seek it to the exclusion of what I thought was my responsibility. Or to put it differently, whatever time I spent doing that, I had to make up at night.

* Managing, Granada £7.95.

BUSINESS PROBLEMS BY OUR LEGAL STAFF

Compulsory purchase

Our cafe was subject to a compulsory purchase order. The basis of the compensation was "value to claimant," having lost our livelihood in a long established business.

I have been told that this basis is not subject to capital gains tax as the compensation must be a time loss and it seems could be comparable to that of the costs in assessing damages for loss of future earnings. Does this compensation come under section 19 (5) of Capital Gains Tax Act 1979 and therefore is not chargeable?

If it is chargeable, is the sum in question apportioned for tax purposes as it was paid in two separate years?

In the event that you should suggest an accountant, I should add that the accountant we had was vetted and I would prefer to deal with these questions.

Unfortunately section 19 (5) does not cover compulsory purchase. Since you do not wish to seek professional guidance through the tax maze, you will have to spend an hour or so in a local reference library with, say, the British Encyclopedia or Simon's Taxes. Start by looking at the section III of the CGT Act.

You should ask your tax inspector for the free pamphlet CGTII (CGT and the small businessman).

There is really no detailed guidance which we can give you without more background facts and figures than could conveniently be contained in a letter, we are sorry to say.

Planning control

I own a cafe on the roof of which is painted the word CAFE in large letters. The sign has been on the roof since 1953 and has been repainted from time to time. The planning authority has recently objected to this sign and has issued a Magistrates Court summons referring to the sign as an advertisement and ordering its removal.

Is the sign an advertisement? Can I be ordered to remove it after more than 50 years?

You appear to have an established right to maintain the sign since it has been there for more than 50 years, and any breach of planning control, to be the subject of an enforcement notice, must be a breach effected after the end of 1963. No legal responsibility can be accepted by the Financial Times for the answers given in these columns. All inquiries will be answered by post as soon as possible.

discounted rates for a short opening period. The new hotel should be seen against a background of increasing competition between Singapore and Kuala Lumpur to be the business hub of the region.

THE cost of year-round travel insurance for the business person on the move appears to be tumbling. Latest entrant is Accident and General with a Gold Plan policy. It competes with the American Express Centurian scheme which is only available to cardholders and is run by Europ Assistance. The Gold Plan, with different rates for the length of time spent abroad and for UK worldwide or European cover can be cheaper than the American Express scheme—a basic £38 for those who confine their travel to countries near to the UK. Up to 31 European days would cost £19.50.

The cover is a little different in the two schemes however. The American Express scheme remains the best buy for the frequently globe-trotting occasional skier—winter sports double the Gold Plan fee.

Arthur Sandles

Business Travel

WATCH for a price and service war between car rental companies at London's Heathrow airport. Budget has taken over the former Swan National slot at the airport with in-terminal desks. Swan, not to be outdone, is cruising the airport with luxury coaches which are fitted with phones as well as free hot coffee on tap. Budget is promising a big campaign to drum up business, with the Airport Authority also launching a major publicity effort for all the rental companies. The result could be lower rates and better service all round—temporarily at least.

SHANGRI-LA hotels, one of those groups constantly mentioned in "which-is-the-best" arguments over Asian establishments, has just opened a property in Kuala Lumpur, the Malaysian capital. There are

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THE ARTS

Television/Christopher Dunkley

A versified atrocity report, but a plodding vision of hell

What on earth can television do with a play like *Titus Andronicus* (not that there are many like it) which makes *The Sweeney* look like "Little Red Riding Hood"... though, come to think of it, "Little Red Riding Hood" is pretty horrific. Kenneth Tynan called *Titus Andronicus* "a versified atrocity report" and looking at the plot you see his point: Titus has Tamora's son torn limb from limb to appease the grieving shadows of Rome's dead, the appeasing of ghosts being a major feature of revenge tragedy. In response Tamora's surviving sons not only kill Titus's son-in-law Bassianus, they also take it in turns to rape his daughter Lavinia, and in order to stop her telling they cut out her tongue and chop off her hands. Furthermore they shift the blame for Bassianus' death to two of Titus's sons and then tell Titus he can save them from execution only by promising to kill his own hand and sending it to the emperor. When Titus does so — right there in full view of the audience, this being Elizabethan melodrama, not Greek tragedy — it is sent straight back accompanied by his sons' severed heads. Then things start to get nasty. Titus catches Tamora's sons, strings them up and invites Lavinia (who has been wandering about with blood running out of the ends of her wrists) to help him, telling the miscreants:

"Hark wretches! How I mean to murder you!"

This one hand yet is left to cut your throats whilst that Lavinia 'tween her stumps Doth hold the basin that Receives your guilty blood."

He duly kills her, then dices the lads up finely, bakes them in a pie, and serves it up to their mother at a banquet. This proves a difficult meal. Titus tells Tamora what she is eating and kills her, then kills his own daughter ("Because the girl should not survive her shame") and is promptly killed himself by Tamora's husband, who is in turn killed by Lucius, Titus's last surviving son. Lucius is elected emperor and his first act is to have Aaron, the real villain of the piece who planned everything behind the scenes, buried up to his chest and starved to death. Aaron, incidentally, is black.

Perform this plot in modern

dress, call it "I Spit On Your Tomb" and issue it as a video cassette and you would find yourself in court quicker than you could say "Whitehouse."

Some modern theatrical productions have cleaned up the action, setting the earliest parts offstage. But for the final production in the BBC's entire Shakespeare canon director Jana Howell and producer Shaun Sutton decided to do it straight, showing everything the Elizabethans would have seen.

That was probably the right decision, and the result was an impressive example of this sort of production, "this sort" being a theatrical staging within television studio, which has been the BBC's practice with most of the plays. At best, with the tough scenes in *Titus*, the naturalistic look was highly convincing and at worst, with the forest scenes, no amount of murky lighting and tight shot construction could conceal the flatness of the floor or the artificiality of the trees.

To this extent *Titus Andronicus* is fairly representative of the BBC's entire Shakespeare undertaking. It was workmanlike, it included few contemporary quirks or follies, the text was paramount, there was no pretentious Freudian or Marxist interpretation. Thanks to this approach the series will doubtless continue to sell world wide for decades. Already 41 countries have agreed to take the text, the only one (which is, so far, the only way the BBC will sell it).

The standard reaction to what Clive James called "The Bardathon" is that, if export earnings and student requirements were the two paramount considerations, straight if somewhat unadventurous, unexciting renderings were inevitable. But we should not let the great seven-year venture pass without musing briefly on what might have been. Just supposing there had been one, a production of *Titus Andronicus* (Cedric Messina, Jonathan Miller and Shaun Sutton)? Just supposing the producer had been encouraged not to go for "theatrical" versions but to exploit a medium to bring Shakespeare to today's British viewing public (and never mind students in Nebraska or Nigeria or where),

what might we then have seen? We have vague ideas from Olivier's cinema version of *Henry V*, Jon Scofield's 1974 *Antony and Cleopatra* for ATV, and Trevor Nunn's 1979 *Macbeth* for Thames. Some people may believe that it was because the BBC-Bardathon avoided "experimental" techniques that it confirmed so powerfully the genius of William Shakespeare, a writer whose understanding of human nature has proved so profound as to be timeless. But I believe it was despite avoidance of the experimental: a true television Shakespeare might have made our realisation of his astonishing timelessness even more vivid; his work has so far transcended every successive change in the conventions of presentation to speak with unique clarity to each new generation. The BBC should have had the courage to go for broke with a real television series.

As it was, the most valuable service was in producing the plays one had never seen before. In my case these included *Henry VIII*, *Richard II* and *The Two Gentlemen of Verona*; everyone will have a personal list. It would be over-charitable, however, to suggest that these sub-theatrical productions offered true substitutes for seeing the plays in a theatre.

Though certainly better than nothing for millions who never get to the theatre, television is an inferior medium for great theatrical drama. Whereas novels of the second rank may actually gain from adaptation to a medium which so favours narrative, plays of the second rank fare even worse than plays of the first rank. In the theatre, even a second rate play can sometimes produce a magical evening, thanks to the alchemy which works between audience and cast. No play on television can benefit in this way.

Without this willing conspiracy a play such as *Sartre's "Huis clos"* (which was, incidentally, shown up for what it is: a plodding Shavian disputation which needs to be read rather than watched, because virtually nothing happens) or *Antony and Cleopatra* (which is a little to have Jeanne Moreau, Omar Sharif and especially Cherie Lunghi to look at, but the idea that BBCI



Brian Protheroe as Saturninus and Eileen Atkins as Tamora in "Titus Andronicus" last Saturday, and Omar Sharif, Jeanne Moreau and Cherie Lunghi in last Sunday's play, "Vicious Circle," by Jean-Paul Sartre

should be under some sort of "obligation" to show work of this sort in peak time is paternalistic smugness.

This particular play takes an inordinately long time to make the point that "hell is other people"; the sort of aphorism which Shakespeare would chuck in as a subordinate clause while saying something more profound. But even if it had much more to tell us it would still be odiously patronising to argue that such work "ought" to be shown on BBC1 in order to catch unawares those who have just been watching *Ronnie Corbett in *Sorrell** and those waiting for *Esther Rantzen in *Therapy**. This attitude smacks of dogooders who offer soup to tramps provided they join in the prayer-meetings.

Furthermore, in the age of the arm-rest channel changer it is, anyway, little more than an ineffectual nuisance. Inertia is rapidly going out of date as the chief tool of the schedule builder. In 1985 the condescending Rethian idea of slipping the audience a cultural

Mickey Finn should be abandoned. The controller of BBC1 should no more be expected to put Sartre in his schedules than should the controller of Radio 2. The place for Sartre is BBC2. The highest drama audience of the week will doubtless be won by ITV's American mini-series *Wallenberg: The Last Hero*. Many will take this as proof of its undemanding nature. Yet judging from previous excellent documentaries about the Swedish diplomat who saved so many Jews from the Nazi gas chambers (documentaries watched by tens of thousands) this glossy entertainment is telling a remarkably accurate story (and converting it to tens of millions).

It is not Shakespeare, of course (neither is *Titus Andronicus*, according to some scholars), but it is made for television. If forced to choose between *Titus* and *Wallenberg* for a television audience unfamiliar with either I would unhesitatingly choose *Wallenberg*: a story more important, less violent, more noble, and infinitely better presented for television.

New arrangement for Ambassadors

The Ambassadors Theatre will be taken over by a new management company from May 18 following the termination of the Theatre of Comedy's agreement with the theatre.

The newly formed Ambassadors Management Limited consists of Eddie Kulukundis, John Wallbank, Andre Prasznynski

and Tinker Jay, whose father built the theatre in 1913. The policy of the new company will be to develop the theatre into a West End home for small-scale plays and musicals, with particular emphasis on presenting the comic talent now working on the fringe.



Antony Sher as Richard III in the RSC production which transferred from Stratford to the Barbican, London, last night

Golden Girls/The Pit

Martin Hoyle

Louise Page's women athletes have sprinted into EC3 from laffy Warwickshire; from Stratford's other place to similar studio conditions at the Barbican's Pit. Barry Kyle's RSC production has a suitable team feeling to it. Fine ensemble playing holds the attention of even someone like myself who enthusiastically reviewed the premiere's mistrust of sport and the fanaticism it engenders.

The play depicts pressures working on a group of runners, five women and the one man who for reasons of emotional interest is of the party, as the girls prepare for the relay at the Athens Olympics. Sponsorship, in the form of a shampoo firm, whom Polly James seems to itch to blow up into fully-fledged satire when the characterisation is not really robust enough. And to have an apparently sensible member of the team trigger the ennoblement by confiding her fears about drugs to the muck-raking journalist... is simply implausible.

However, disbelief is suspended, sometimes as effortlessly as the weights the athletes use in training, thanks to the efficiency of production and performance. Jimmy Yull's Scots trainer, a former athlete turned paunchy, and Jennifer Piercy's doctor, her play at hooding the girls' confidence going tragically wrong, are completely believable. Josette Simon's Dorcas starts angry and ends resigned. If I was never quite sure of what came between the fault lies with the author.

Patricia Rozario/Purcell Room

Richard Fairman

The first song of the evening is often so important. For the opening item in this Purcell Room programme Patricia Rozario, one of our most attractive young recititists, gave us "Chausson's *Les Femmes d'Alger*" and immediately showed what a good choice she had made: first, because she was clearly at home with it and set the audience at ease; and second, as her exemplary singing of instead of a good idea of what was in store.

She is (best of all compliments) a musician's singer. Like a well-trained violinist, she tends the vocal line with care, bowing its phrases with a lovely evenness of tone and subtlety of expression. All the senses of pure music are there: the feeling for colour in Schubert's "Schwermut" and for harmony in Strauss' "Jauchzende Weiber". Its sudden change to C major marked with poetry—though her pianist and husband, Mark Troop did not always follow her with such eloquence.

Hallé/Festival Hall

Andrew Clements

Rossini's *The Journey to Reims* was rescued last year from oblivion and given its first performance this century at the Rossini Festival in Pesaro. It was described here as "a captivating display of science, character, and investigation, grace, skill and high spirits," and its overture turned up on Monday in the Festival Hall to begin the Hallé Orchestra's concert under Stanislaw Skrowaczewski. It proved to be a rudimentary overture even by Rossini's standards—a short slow introduction and a hipartite allegro, each half ending noisily—but packed full of pretty tunes, of the kind which have a tendency to surface in the memory at the most inopportune moments.

The Hallé played it crisply and perkily, as it did the remainder of the programme. Skrowaczewski has drilled his forces well, and in Shostakovich's Tenth Symphony encouraged them to an impressive display of virtuosity. Though he

Saleroom/Antony Thorncroft

20th century treasure

Christies yesterday sold late 19th and 20th century decorative art. The morning session totalled £247,840 with 19 percent bought in. This relatively high price was mainly accounted for by the failure of two carpets, designed by Henry Dearle for Morris and Co around 1890, to find buyers. They were unsold at £15,000 and £12,000. A third carpet from the same source sold for £21,600.

All three had been sent in the auction by the Adelaide Club of Australia who were given them by the original owner, Tom Barr-Smith in 1923.

An oak music cabinet designed in 1898 by C. F. A. Voysey, sold for £24,400 at the Fine Art Society. It was originally made for W. Ward Hignish of Bayswater who also commissioned the famous Kelmscott Cabinet from Voysey. The price was double the pre-sale estimate. In the 1950s the same

André Previn Music Festival

From June 16-30 the Royal Philharmonic Orchestra and its music director André Previn will take over both the Royal Festival Hall and the Queen Elizabeth Hall in a series of concerts and recitals featuring leading figures in the field of jazz and entertainment, as well as classical music.

Among the artists performing at the Festival Hall will be Vladimir Ashkenazy, Pinchas

Zukerman, Yo Yo Ma, Kyung-Wha Chung, Zimmar, mar, Dame Janet Baker, Lucia Popp and Thomas Allen; Ravi Shankar will present an evening of Indian Classical Music and from the world of jazz, Ella Fitzgerald, Oscar Peterson and Buddy Rich will appear.

At the Queen Elizabeth Hall Michael Tippett and Yehudi Menuhin will appear with the Yehudi Menuhin School.

Arts Guide

Theatre

LONDON

Noises Off (Savoy): The funniest play for years in London, now with an improved third act. Michael Blake-more's brilliant direction of backstage shenanigans on tour with a third-rate farce is a joy factor. (888 8888).

Starlight Express (Apollo Victoria): Andrew Lloyd Webber's rollercoasting fully has 10 minutes of Spielberg movie magic, an exciting first half and a swindling second. Disneyland, Star Wars and Cats are all influences. Fast-paced score nods towards rock, country and hot gospel. No child is known to have asked for his money back. (884 8184).

On Your Toes (Palace): Rodgers and Hart's 1936 musical is a genuine tonic. American jazz dance collides with the Ballet Russes. Gens include *There's a Small Hotel*, *Glad to be Unhappy* and the Balanchine ballet for Slaughter on Tenth Avenue. (887 8884).

Peggy Sawyer, and Margaret Courtenay has a field day (838 8108).

Me and My Girl (Adelphi): Sleek, efficient and enjoyable revival of British biggest war-time musical hit with Robert Lindsay in the Lipino Lane role emerging as the best new musical star since Michael Crawford. (788 7811).

Other Places (Duchess): Colin Blakely and Dorothy Tutin in a reassembled trilogy of Plautus plays: *A Kind of Alceus* in which a victim of sleeping sickness awakes after 20 years; *Victoria Station*, a funny throw-back to Plautus' early revue sketches; and last year's *One for the Road*, a chilling piece of insubstantial police state confrontation with first Fintressque intimations of political despair. (886 8243).

The Case of the Court Martial (Queen's): Charles Heston watches carefully on and off in Herman Wouk's famous courtroom thriller without disturbing too many memories of *Requiem for a Dream*. The second act is even acts a little, which proves rather more alarming a spectacle than when he is merely howling like a banshee in a somewhat-bustle-lust. (784 1108).

The Government Inspector (Olivier): Striking but unfunny revival with under-equipped TV comic Rik Mayall playing the pious and a striking nose-picker. Richard Eyre's produc-

tion for the NT lacks either comic tension or true delirium but, with John Guter's imposing design of bureaucratic bunnies, the show has a sort of monumental stoniness as well as nightmarish bedlam. New translation by Adrian Mitchell. (988 2382).

Bearms (Victoria Palace): Michael Crawford returns to London with his breathtaking performance as the circus impresario, adding one or two new tricks in a likeable marriage of a musical. (834 1317, 888 4785).

Jumpers (Aldwych): Confident about sober revival of Tom Stoppard's glittering comedy of love, murder and linguistic mayhem among the logical positivists, with Paul Edlington as a more earth-bound George Moore II than Michael Hordern. Felicity Kendal delightful as his retired musical comedy wife. Peter Wood directs. (838 8454, 878 8333).

Richard III (Barbican): Last year's Stratford-upon-Avon production with Antony Sher demagogically exciting as Richard in the RSC revival by Bill Alexander. Plays a slippery villain with Roger Rees as Hamlet and Kenneth Branagh as Henry V. All worth seeing. (828 8795, 838 8691).

NETHERLANDS

Amsterdam, De Staalhouderij (Eerste Blauwvaarstraat 4). The English-

Speaking Theatre of Amsterdam won't Krapp's Tape by Samuel Beckett. (822 2282).

Elkhoven, Stadschouwburg: The International Folk Dance Theatre with Maas and myths, an exploration of the use of masks in European culture. (111122).

NEW YORK

Cats (Winter Garden): Still a sellout. Trevor Nunn's production of T. S. Eliot's children's poetry set to trendy music is visually stunning and choreographically felicitous, but classic only in the sense of a rather staid and overblown idea of theatricality. (239 8282).

Brighton Beach Memoirs (Neil Simon): If he wasn't sure before, playwright Neil Simon can expect a long run of his funny as well as touching childhood reminiscences now that the Netherlands organisation has generously decided to name the theatre after the generation's outstanding box office draw. (787 8848).

A Chorus Line (Shubert): The longest-running Broadway musical, which has not only supported Joseph Papp's Public Theater for eight years but also updated the musical genre with its backstage story in which the songs are used as auditions rather than emotions. (239 8200).

Strange Intimacy (Nederlander): Glenda Jackson carries on an appropriate tradition of bringing American classics to New York from London in this marathon production in which director Keith Hack wisely makes the audience an integral part of the conversation. Limited engagement ends May 5. (821 8000).

Sunday in the Park with George (Booth): Inspired by the Seurat painting, Stephen Sondheim fashions a musical with dots and dashes of song that end too soon but work well with Tony Straiges's pretty set and James Lapine's book which changes gears in the second act. (239 8282).

Noises Off (Brooks Atkinson): The closest Broadway gets to the British farce tradition is this import of Michael Frey's funny backstage view of all the shuffling doors and dropping drawers. (245 4430).

La Cage aux Folles (Palace): With some tuneful Jerry Herman songs, Harvey Fierstein's adaptation of the French film manages, barely, to capture the feel of the sweet and hilarious original between high-kicking and grumpy chorus numbers. (757 2828).

42nd Street (Majestic): An immediate celebration of the heyday of Broadway in the 30s incorporates gems from the original film like *Shuffle Off to Buffalo* with the appropriate

atly brush and leggy hoofing by a large chorus line. (977 9020).

Torch Song Trilogy (Helen Hayes): Harvey Fierstein's ebullient and touching story of a drag queen from backstage to loneliness incorporates all the wild histrionics in between, down to the confrontation with his doting Jewish mother. (844 9450).

Dreamgirls (Imperial): Michael Bennett's latest musical has now become a stalwart Broadway presence despite the forced effort to recreate the career of a 1960s female pop group, a la Supremes, without the reality of their music. (238 8200).

The Real Thing (Fifth Avenue): After 14 months in London, Tom Stoppard's latest giggle at the English intelligentsia, with a new-found attention to the heart that beats beneath the veneer, directed at a last clip by Mike Nichols. (238 8200).

TOKYO

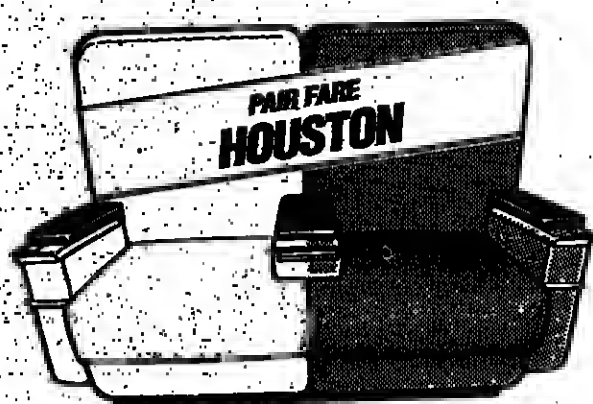
Barfoot in the Park: The Japanese version of Neil Simon's play directed by Yutaka Kobayashi. Long Run Theatre, Shinjuku-ku. (414 9881).

Cocoon Marais, a one-man show on the life of Jean Cocteau by Jean Marais (in French) Sogetsu Hall, one of Tokyo's most beautiful buildings, a slower-arranging school designed by architect Tange. (410n, national holiday, 2pm). (407 8238).

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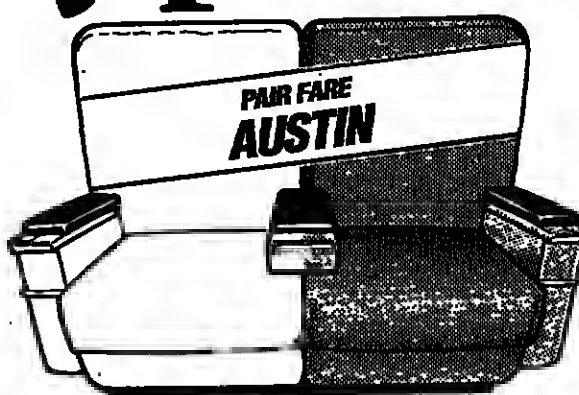
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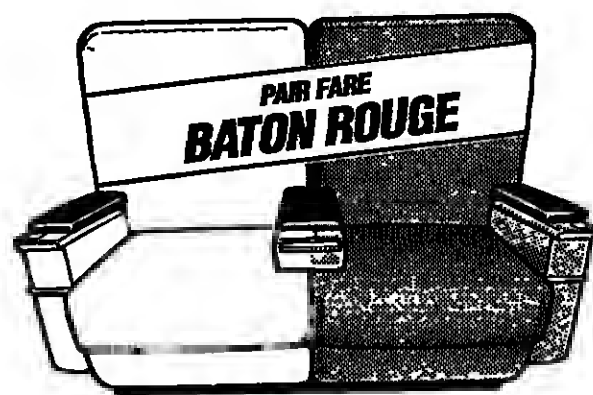
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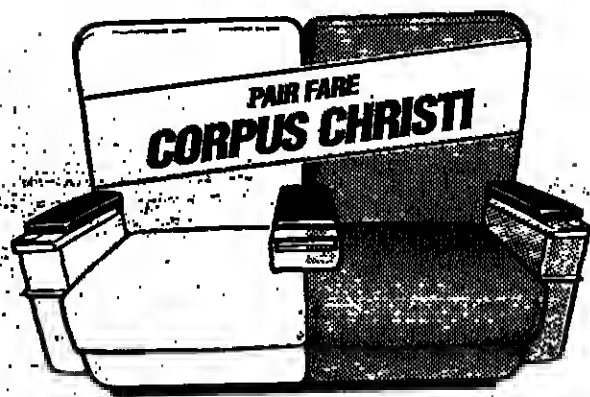
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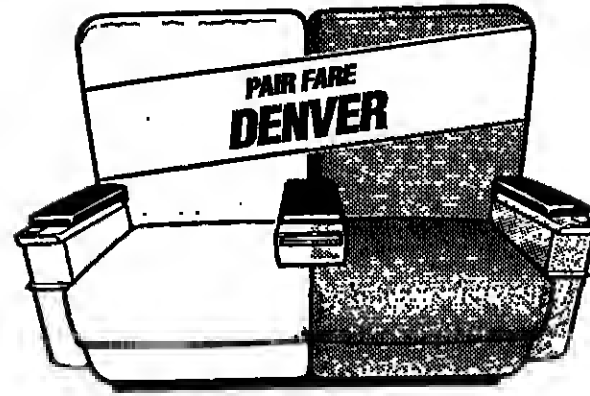
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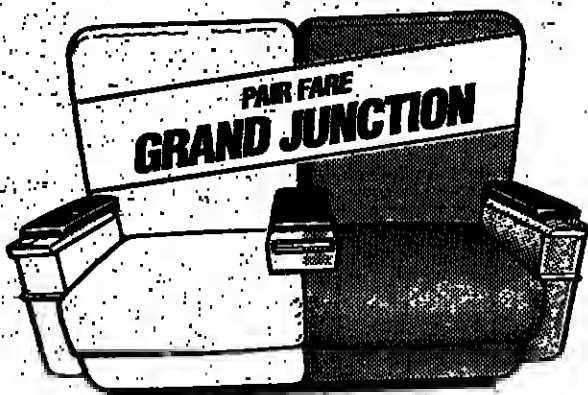
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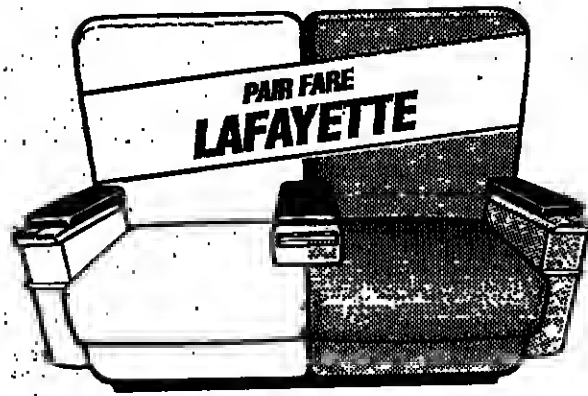
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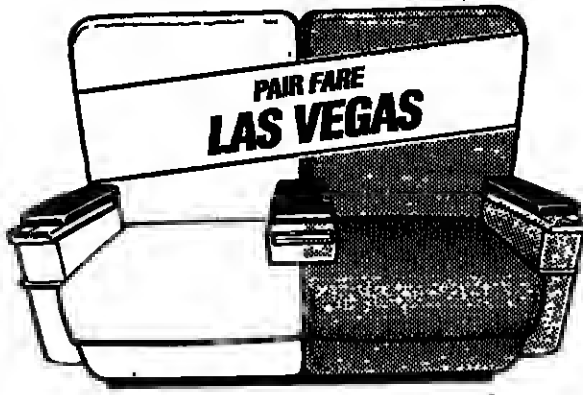
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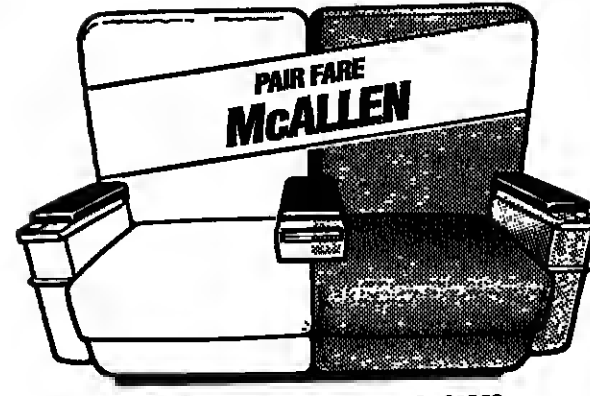
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Wednesday May 1 1985

Africa at the summit

ECONOMIC summits are supposed to allow the heads of government to take stock of development of the world economy and to return home with at least an up to date context in which to frame their own economic policies.

There has, since the last summit in London, been one major development which they simply cannot ignore in Bonn. This is the emergence in the consciousness of the West of the disastrous state of the economies of Africa. The problem has loomed larger as the crisis over the debts of richer developing countries has passed.

Africa is this year's challenge to the battered ideal of international economic co-operation. The statistics behind the images of famine speak for themselves. One-fifth of all black Africans are malnourished and some three quarters of them are below the World Bank's definition of the poverty line. Economic growth has fallen from an average of around 5 per cent in the mid-seventies to contraction today, and over the same period the external debts of black African countries have risen from one-third of GDP to almost two-thirds.

Financial arrears, mainly on trade payments, now exceed \$60bn. The International Monetary Fund is facing the unusual prospect of non-repayment by some black African countries — Sudan, Liberia — which have entered into Fund programmes.

There is no doubt that the prime cause of this state of affairs is economic mismanagement in many of these African nations. But it does not follow that there is nothing useful the summit leaders can say about it. They do not need to commit themselves to immediate new public expenditure, nor to back any hastily cobbled-together programme of assistance.

Management

What is needed is their endorsement of an approach to the Africa problem which the World Bank has been working on for some time but which, up till now, has evolved despite rather than because of the attitude of the World Bank's major shareholders.

The essence of this approach is that those African nations willing to draw the right conclusions from their economic failures should be offered the chance to get back onto a path of well-founded growth.

For the African countries this means a willingness to reverse

biases against agricultural production, at the inevitable expense of their urban populations. It means that they must use scarce public funds to maintain and exploit their existing infrastructure rather than add to them. It means that the know-how and money of foreign investors must be made as welcome as possible. In general, it means that market forces must be allowed freer rein in setting their prices and exchange rates, at the expense of ubiquitous administration and its attendant corruption.

For the Western countries it means co-ordinating a redirection of their aid away from projects which create jobs at home but are increasingly redundant on the spot, towards balance of payments support conditional upon everything listed above. If possible the U.S. should be brought into the \$1.1bn special World Bank Facility for Sub-Saharan Africa at the very least, the efforts of the U.S.'s own \$500m Economic Policy Initiative for Africa should be overtly tied in with the World Bank's approach.

There may also be a case for arranging for the repayment of the IMF's short-term loans to particularly hard-pressed borrowers with money provided by the World Bank and the U.S. in a structural adjustment lending.

Initiatives

The summit leaders have a chance here to tap a hoop that is already rolling. Both Fund and Bank point to examples of countries — Ghana, Madagascar, Somalia, Mali — which have achieved results by embracing this type of structural reform. The U.S. shows some signs of moving away from its instinctive antipathy towards the soft loans and structural adjustment lending of the World Bank. Mr James Baker appears to have ashered in a new attitude with his appointment as U.S. Secretary of the Treasury. President Mitterrand of France, recently en Africa Initiative which is worthy of further study.

Economic summits no longer aspire to change the world. But they can and have set processes in motion whose relevance improves with time. The summit impulses behind a Gatt round and studies of the international monetary system are two cases in point. Bonn is unlikely to be remembered for "Locomotion Theory Two" but it could fitfully go down as the place where the industrialised countries forged a joint approach to the economic plight of Africa.

Awaiting a new Beveridge

MR NORMAN FOWLER'S claim to be the new Beveridge is about to be put to the test. The Social Security Secretary's forthcoming Green Paper on social security reform, the final details of which should be agreed at tomorrow's Cabinet meeting, will show whether Mr Fowler is a radical reformer who will be regarded in decades to come as the architect of Britain's second welfare state or whether he is to be yet another make-do-and-mend tinkerman.

Sir William Beveridge's historic report of 1942 identified five giants on the road to reconstruction: Want, Disease, Ignorance, Squalor and Idleness.

By 1982 many of his objectives had been achieved. Yet the passage of time and the endless tacking on of bits and pieces to the system have turned it into a bureaucratic dream and a benefit recipient's nightmare.

Controversial

Any reform of so sensitive and important a part of British life is bound to be controversial. Only radical improvement is likely to be worth the rumour, otherwise the present system might as well be left to crack along. Real political courage is needed.

The key requirements for radical reform are a simpler and fairer system which targets more money to where it is genuinely needed.

Over the years lessons have been learned that need to be incorporated in any true reform. One is that poverty is most prevalent among families with children: benefits constructed around children do the most good. A second is that universal benefits are so ferociously expensive that they cannot be raised by more than marginal amounts. A third is that cash is a much better weapon against poverty than complicated and contradictory subsidy arrangements. A fourth is that benefits and taxation are all part of the same income jigsaw.

With these fundamentals in mind Mr Fowler should move to merge all the present mish-

mas of housing benefits, child benefits, family income supplements and extra child payments within supplementary benefit into a single income support for families, paid at a level to enable families with children to pay their weekly bills without falling into poverty. For the poor without children a straightforward unitary system of income support is needed.

Safety net

The arguments in favour of universal benefits, including the depressingly cynical view that the prosperous middle classes will support only those benefits for which they also qualify, are far outweighed by the need to provide the very poor with substantially larger amounts of cash. This can only sensibly be done if the payments are restricted and carefully targeted to those truly in need.

This approach would limit the state's role to that of safety net, ensuring as high a level of basic benefits as reasonably possible. Both universal child benefits and the State Earnings Related Pension Scheme, the first vastly expensive and the second potentially so, should be scrapped now and more money recycled into higher family income guarantees or family credits added into the basic pension. This has to be combined with a carefully constructed taper as income rises above the poverty line, to avoid reducing incentives to work.

Much of this better targeting of simpler cash benefits implies means testing which is undesirable in so far as people feel stigmatised. But computerisation of the income tax and DSS systems is nearly complete. The systems could be merged, through some form of positive and negative income tax and benefit credits or a basic income scheme.

These changes can be achieved only with the co-operation of the Chancellor. The Treasury's preoccupation with cutting public expenditure must not be allowed to obstruct sound, long-term reforms.

THE SPECTACLE of Uncle Sam looking a little shaky at the knees is certain to evoke a measure of grim satisfaction among European leaders assembling for the Economic Summit meeting in Bonn tomorrow.

But the temptation to say: "We told you so" will be matched by fears about how the American slowdown could spread to the rest of the world. That is the delicacy of this Summit, which unlike its immediate predecessors, will present some real opportunities for bargaining among the free world's seven most powerful leaders.

It must be said at once that no specific deals are likely to be struck, as they were at the last Bonn Summit in 1978. Memories of that ill-fated attempt to hitch policies for growth together, with West Germany as the "locomotive," did harm to the summit. The concerted expansion was associated with a general resurgence of inflation, and Germany was left particularly exposed as other economies lagged behind.

Nevertheless, there is clearly scope for some economic "horse-trading" which could have slow-acting but important consequences for the development of the world economy.

The reason for this is that when Mr Ronald Reagan meets his allies, he will be as close to the position of a supplicant as a U.S. President can be. In spite of his stirring words in a television broadcast last week, and generally optimistic talk about world recovery, Mr Reagan betrayed extreme anxiety about the dire consequences now threatened by the persistent Federal deficit.

After three years of brushing aside European complaints about the strength of the dollar and even disclaiming interest in the subject—the U.S. Administration finds the issue has become a boomerang.

There is now clear evidence that the strength of U.S. recovery is being undermined by a flood of imports, while protectionist lobbies are becoming dangerously strident. So President Reagan suddenly needs his allies, not just for good of the world, but for specific help in detaching the dangers presented by his own Congress.

His new Treasury Secretary, the smooth and intelligent Mr James Baker, was surprisingly frank about this in a satellite

television news conference with European journalists last week. He said the U.S. needed to return from the summit with a date for a new round of trade talks to start either this year or next.

The Americans may also need help from Europe and Japan to break the fall of the dollar if its recent and welcome slide should threaten to become an avalanche.

This will probably be only an after-the-coffee topic between the heads of government, but it is certain to be discussed seriously in the less publicised side rooms where finance ministers are in session.

On this topic, also, firm agreement is not to be expected—it will be more a process of osmosis of understanding; that when necessary, European

governments will lower interest rates as much as they can to prevent the U.S. Federal Reserve from having to tighten policy unduly.

A tacit understanding may also be reached that Europe and Japan would supplement America's very modest foreign exchange reserves, by direct intervention to prop up the dollar.

Although this is as yet only a possibility, the very idea is an ironic contrast with the Administration's refusal until early this year even to consider helping Europe by intervening against the dollar.

But now there is a shared perception that, though the dollar must come down to bring the U.S. trade account into better balance, too fast a fall could be disruptive to the world

round of international trade talks—preferably next January—and all the participants (particularly Japan and West Germany) commit themselves to expansionary policies to "take up the slack" left by slower American economic growth.

The meeting ends with a general consensus that the world's problems, "Meanwhile, in the informal political talks, no unseemly rows erupt over his 'Star Wars' space defence programme, Central America, or, indeed, anything else.

Given the divisions between the U.S. and its partner, however, Mr Reagan is likely to settle for a good deal less. France may not specifically agree to January as the opening date for the trade talks—the beginning of next year" is considered the most realistic date by European officials.

A number of the other countries, including the West German hosts and the UK, have already made it clear that they do not want to

expand their economies further, and in the course of the summit preparations, France, it is said in Washington, has generally been "petulant."

Mr Reagan, however, will not be coming to his fifth economic summit on the defensive. Washington believes that over the last two years the international economic climate has been improving with each successive summit—Williamsburg in 1983, London last year, and now Bonn.

The U.S. has not only led the way, and to a large extent, the developing countries, out of recession, but American officials argue there is increasing recognition that the U.S. has been on the right track, while the Europeans have not.

U.S. officials love to reel off figures showing, for example, that over the last ten years the U.S. created almost 20m jobs, while European employment actually declined by 1.1m in the UK, 1.5m in West Germany, and 300,000 in France.

It is at this point that U.S.

The economic summit

Why the President suddenly needs his allies

Max Wilkinson in London and Reginald Dale in Washington (below) report on the issues which will be debated in Bonn

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Given the divisions between the U.S. and its partner, however, Mr Reagan is likely to settle for a good deal less. France may not specifically agree to January as the opening date for the trade talks—the beginning of next year" is considered the most realistic date by European officials.

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expand their economies further, and in the course of the summit preparations, France, it is said in Washington, has generally been "petulant."

Mr Reagan, however, will not be coming to his fifth economic summit on the defensive. Washington believes that over the last two years the international economic climate has been improving with each successive summit—Williamsburg in 1983, London last year, and now Bonn.

The U.S. has not only led the way, and to a large extent, the developing countries, out of recession, but American officials argue there is increasing recognition that the U.S. has been on the right track, while the Europeans have not.

U.S. officials love to reel off figures showing, for example, that over the last ten years the U.S. created almost 20m jobs, while European employment actually declined by 1.1m in the UK, 1.5m in West Germany, and 300,000 in France.

It is at this point that U.S.

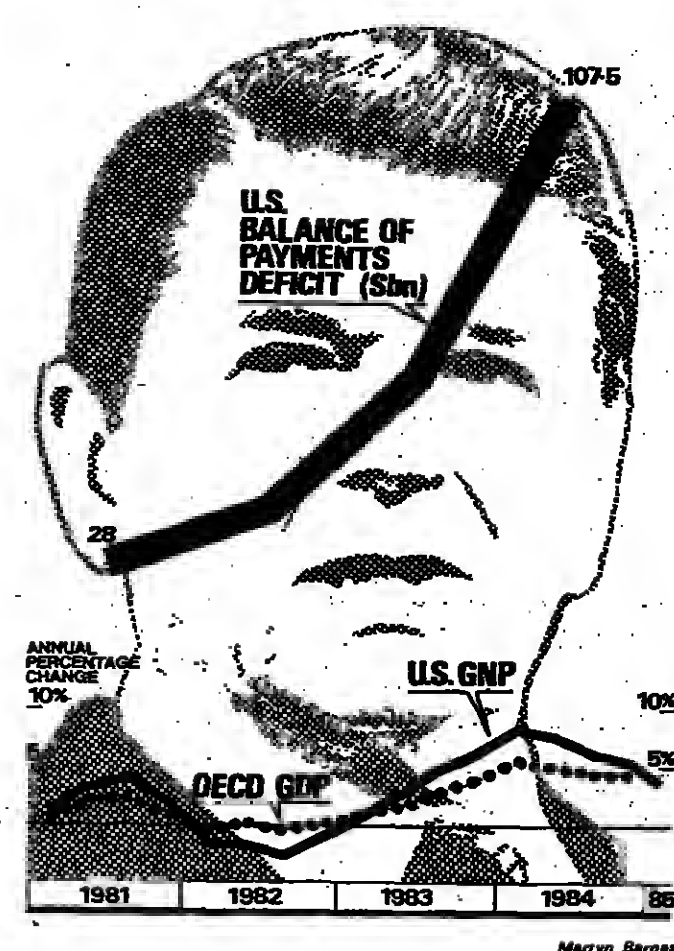
governments will lower interest rates as much as they can to prevent the U.S. Federal Reserve from having to tighten policy unduly.

A tacit understanding may also be reached that Europe and Japan would supplement America's very modest foreign exchange reserves, by direct intervention to prop up the dollar.

Although this is as yet only a possibility, the very idea is an ironic contrast with the Administration's refusal until early this year even to consider helping Europe by intervening against the dollar.

But now there is a shared perception that, though the dollar must come down to bring the U.S. trade account into better balance, too fast a fall could be disruptive to the world

round of international trade talks—preferably next January—and all the participants (particularly Japan and West Germany) commit themselves to expansionary policies to "take up the slack" left by slower American economic growth.



growth (by hitting exports to the U.S.) and inflationary for America.

The problems of the U.S. trade deficit and the dollar are closely allied to the questions of whether and how Europe and Japan can secure faster growth. President Reagan has persistently claimed that Europe's sluggish performance and Japan's slowness to admit imports have contributed to the present imbalance at least as much as the deficit-led boom in his own country.

It is at this point that the European leaders will be hard pressed to avoid some sharp debating jabs. Mr Nigel Lawson, the British Chancellor, gave a characteristically pungent foretaste after the recent series of International Monetary

Fund meetings in Washington: he said that he had been predicting for at least a year that the U.S. fiscal policy "was going to end in tears."

President Mitterrand of France, who rarely misses an opportunity to embarrass the U.S., will no doubt make further difficulties about the U.S. plan for a new round of trade talks. He can be expected to take up the cry first heard from the Finance Minister, M. Pierre Bérégovoy, at the recent OECD meeting in Paris that trade

talks must go hand in hand with a world monetary conference. Although there would be no practical advantage whatever in linking the two sets of talks, M. Mitterrand has a point. It was after all, at the Versailles summit three years ago that he pro-

posed a more active policy towards exchange rates and some official intervention in the dollar. The Americans stalled with innumerable papers and studies in favour of free floating rates, many of them written by Mr Beryl Sprinkel, the former U.S. Treasury under-secretary.

Outside France, there is, in the words of one British official, "a growing perception that the system of floating rates has delivered some pretty bizarre results."

There is less agreement about where the industrialised nations should go from here. The most likely outcome is that the summit leaders will give a discreet push to a two-year-old official study about ways of moderating exchange rate swings. A subtle change of mood from the leaders could have a significant impact on the conference of the industrial world's finance ministers in Tokyo in June.

But perhaps the most important issue will be that of European and Japanese domestic growth rates, even though there seems little prospect that any specific deal will come out of the summit.

Nevertheless, the Americans seem to have accepted that the European countries should not be asked to do what Mr Baker described as "pumping up the economy by artificial means."

In any case, Japan and West Germany, the two obvious candidates for fiscal retrenchment, have made it clear that they will not be party to any explicit agreement to increase their deficits.

So in public they will all reach an anodyne agreement in carefully carved phrases that economic "sin" (structural rigidities and protectionism and inflation) is a bad thing and virtue (non-inflationary growth) is a good thing.

Real progress, if there is any, will be as carefully understated. It will emerge as a series of responsibilities attributed by the U.S. to the international dimension of their policies particularly in relation to the dollar, a tacit willingness by the Europeans to ease monetary policy as soon as possible, and an underlying by the Japanese Prime Minister, Yasuhiro Nakasone, to push even harder at the rusty door of Japanese trade and financial liberalisation.

If U.S. and world economic growth is to be sustained, Mr Reagan will argue, growing protectionist forces must be thwarted by a decision to go ahead with the new trade round.

Mr Baker, the U.S. Treasury Secretary, insists, however, that there is no "linkage" between trade and monetary reform, as the French are demanding, that the trade talks are necessary in their own right. Some other U.S. officials say privately that it is too late for "linkage" anyway, given that Mr Baker has already conceded the principle of discussions on monetary reform at the OECD Ministerial meeting in Paris last month.

But there is still a wide and probably unbridgeable gap between Mr Baker's desire to do no more than "treat weaknesses" in the system, and his continued distaste for exchange rate intervention, and the much more sweeping long-term ambitions of the French.

WASHINGTON'S MESSAGE TO EUROPE: 'TAKE UP THE SLACK'

Government economists epologetically produce the dreaded term "structural rigidities," occasionally with the offer of a small prize for anyone who can come up with a fuzzier description. These are the obstacles to growth embedded in the system, whether in the form of government regulations, labour and employment practices, capital controls, subsidies, or tax and welfare structures—and it is the West European economies, in Washington's view, that are by far the most crippled by them.

If Western Europe is to "take up the slack" and ensure longer-term economic growth, it is essential, in Washington's eyes, that it tackles these rigidities head-on—in much the same way that Mr Reagan has struggled to "get government off the people's back" in the U.S. A major potential source of friction, however, is the factors regarded as "economic" in Washington, such as high unemployment benefits and job security provisions, tend to be

seen in Europe as intensely political. Rightly or wrongly, the U.S. insists that it is not telling its allies how to run their economies, and that it has its own contribution to make to the process. American "rigidities" are to be found in the country's complex and unfair tax system, which Mr Reagan has pledged to reform. Moreover, some U.S. officials say that the U.S. budget deficit could also be classified as a "structural rigidity."

Here, however, Mr Reagan will be on weaker ground than he would have liked—he had hoped to have solid progress behind him in Congress on the \$50bn budget deficit reduction package before the summit opens. And, while senior U.S. officials insist that it is too early to draw firm long-term conclusions, they admit that, with a bare 1.3 per cent growth rate in the first quarter, the U.S. economy seems itself nowhere near as strong as they had hoped.

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Non-stop from Brussels

The EEC Commission has now brought a new touch of magic to its Alice-in-Wonderland world by preparing what it calls a "non-paper" for the Community's agriculture ministers.

The "non-paper" derives its negative qualities from an effort to underline its unofficial status as a possible compromise agreement in the current wrangle over farm prices.

In short, by being "non," it cannot be rejected.

This splendid creation is fast developing its own non-official life. Mr van den Broek, the Commission's spokesman, tells me that in order to draft the "non-paper," Eurocrats are attending special gatherings, known quite straightforwardly as "non-meetings," at which—wait for it—"non-minutes" are recorded.

A busy farm directorate official was recently caught rushing down a corridor to one of these non-meetings. "Sorry, I can't stop," he said breathlessly. "I've got to go and do some non-work."

Southern risks

David Wilkie, one of Britain's top actuaries, is moving from the colder climes of Edinburgh to the effete environment of Reagan, to become a partner in R. Watson and Son, one of the top three firms of British consulting actuaries.

In his previous position as head of economic research at Standard Life, Wilkie has been seen by his peers as more akin to the old-style life company actuary, involved in expanding the company's business, than the modern-day insurance man involved in running a life company.

His output of actuarial papers on a variety of subjects, ranging from the impact of the EEC directive on sex equality in pension schemes, to the use of stochastic processes in portfolio management, has been well received academically in London, and the Faculty of

Actuaries in Edinburgh. He feels that his talents and ideas will be compatible with those of Watson, whose partners are now finding the advice and services required in a whole range of areas beyond the traditional pension fund valuation fields.

In particular, clients are now seeking advice on portfolio matching—a topic on which Wilkie claims to have some revolutionary ideas.

John Rutledge is not a man to mince words on the abstract world of business and economics theory.

He is the founder and chairman of the California-based Claremont Economics Institute, and his view of the U.S. economy leads him to give President Reagan a "blundering B-plus" for efforts to curb inflation and to cut taxes.

Rutledge has little time for big companies who cannot cut their costs. He also takes a dim view of "shareholder-riding exercises" by inefficient managers. On the other hand he sees the current fad for buy-outs as "extremely dangerous" if companies cannot produce the cash flow to pay off the debt.

What it boils down to, he said in London yesterday, is the deployment of assets on the world balance sheet. "The U.S. is going through a reworking of the balance sheet," he says. "Owning things is a 1970s idea. Using things productively is an idea of the 1980s."

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Men and Matters

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"They've all gone — I'm the only one left, if you'll pardon the expression"

ledge, however. He is prepared to put his money where his mouth is. "We sold a big house, bought a small house, and put the entire difference in long Treasury bonds. And we are making a bundle of money doing it."

Coln slot

Part of the biggest private coin collection in the U.S., a multi-million pound hoard of more than 50,000—is to be sold at auctions in London over the next two years by Spink and Son, the dealers.

The collection is that amassed by Mrs Emory May Holden Norweb, of Cleveland, Ohio, who died last year at the age of 88. Trained as a metallurgist—her father owned gold mines in California—she started collecting as a child and continued for

the rest of her life. Apart from coins, Mrs Norweb also acquired an outstanding collection of pre-Columbian art, earthen treasures around with her in a trunk for years to various overseas posts with her diplomat husband, before finally presenting them to the Cleveland Museum of Art.

It is her series of English coins that Spink will start to auction on June 13. The first portion will be the largest group offered for sale in London since 1908 and a lot of price records are likely to be broken.

Begin with some Anglo-Saxon pennies which she found being sold for a few dollars a pound in weight in Texas. The English collection was built into what Spink's managing director, Douglas Liddell, says is "one of the most comprehensive in the world."

Liddell made frequent trips to Cleveland during the past 30 years to help Mrs Norweb catalogue the coins. He expects at least two of them to fetch up to £50,000 apiece.

These are a Henry III gold penny—only six specimens are known to exist and the last time one came up for sale in 1967 it fetched \$22,000—and a Charles II "petition crown" around whose 3 mm milled edge, Thomas Simon wrote an unsuccessful 33-word petition to the king to restore him to the post of chief engraver to the Mint.

Name of the game

The FT story yesterday about a possible merger between insurance brokers C. E. Heath and Hogg Robinson brought the Lloyd's wages out in force. Only one name for the result of such a marriage, I was told—Heath Robinson.

Cut off

An angry husband confronted his bank manager the other day: "I'd like to disjoin my

LOCAL ELECTIONS IN ENGLAND AND WALES

An acid test for the Tories

by Robin Pauley

A UNIQUE test of the Government's national and local policies occurs in England and Wales tomorrow. Unique because the poll will be held exclusively in the traditional Tory heartlands, the shire counties.

Under normal circumstances attention this year would also be focussed on England's largest conurbations where Tory and Labour have vied for local supremacy, with Labour more often than not getting the upper hand.

But this year's elections in Greater London, West Yorkshire, West Midlands, Merseyside, Tyne and Wear and Greater Manchester have been cancelled as the Government is proposing to abolish these councils next March.

This means no elections in any of the principal cities of England and Wales, also no London borough or metropolitan district councils. There are also no elections in Scotland.

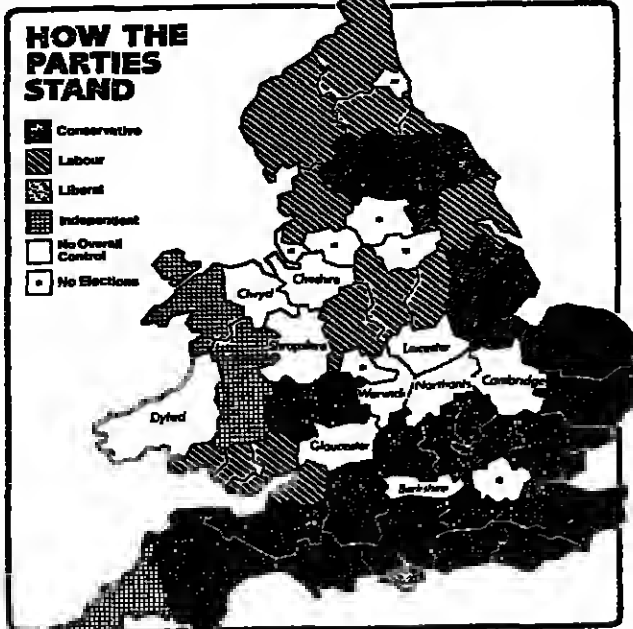
With nearly two-thirds of the 38m voters in England and Wales eligible to take part in this election for all the seats in all 39 English and eight Welsh counties it represents the first major nationwide test of voter opinion on national and local issues since the 1983 general election and an unusual perspective of opinion in many traditional Tory areas.

The Conservatives ought to be optimistic not only because they are fighting on largely friendly territory but also because they had remarkably bad results in the last county council elections in 1981. Mrs Thatcher's Government was deeply unpopular then, so much so that her party managed the unthinkable and lost control of both Lancashire and Cheshire.

But the Conservatives are privately very anxious about tomorrow's results for several reasons.

The latest opinion polls all indicate that Labour has moved several percentage points ahead of the Tories which could dash Conservative hopes of capturing some of its worst losses. In addition, since 1981 Labour has scored a considerable propaganda success in getting across to the public the mess surrounding local government finance where, crucially, the gap between central spending and rate levels has been smashed.

This makes it all the harder for the Conservatives to play effectively their traditional card



Bob Hutchinson

of "low rates in Tory areas, high rates in Labour areas." This proposition remains largely true but the reasons for it are now perceived by the electorate to also be due to Government policies, conflicting target and penalty systems and reductions in Government support to councils. These policies tend to have a greater impact on poorer, largely Labour areas.

In addition, both Labour and Conservative parties have to contend with the Alliance. Liberals have traditionally been strongly organised in local government although their high hopes often came to naught and the only county they control is the Isle of Wight. But with the SDF, which had only just been created when the 1981 elections were held, the Alliance now has its strongest ever network and has opinion poll support consistently around 25 per cent or higher.

The key to the election tomorrow is the band of middle England which separates the North (Labour) and the South (Tory) and is particularly sensitive to changing political fortunes.

Avon is the only county south of Birmingham with a Labour majority and even allowing for Labour's improving fortunes

they will be lucky to hold on to their majority of two seats tomorrow.

Lincolnshire and North Yorkshire are the only counties north of the Wash with Tory majorities.

But between these two massed strongholds is a clutch of hung councils: Berkshire, Cheshire, Shropshire, Gloucestershire, Warwickshire, Leicestershire, Northamptonshire, Cambridgeshire. All except Cheshire and Northamptonshire are run by minority Conservative administrations. The Alliance is crucial to the balance of power in most.

So, for all three parties, these eight counties are among the most crucial.

The Alliance desperately needs to translate its good opinion poll form into the occasional first prize. A major political and psychological victory would be gained if it could turn its power-broking position in just one of these key hung councils into Alliance control. The only two possibilities would be Berkshire and Gloucestershire and both are very tall orders. In Berkshire, the Liberals got 28 per cent of the vote in 1981 to win 17 seats against 42 Conservative, 27 Labour and one other. In Gloucestershire, the Liberals

got 26 per cent of the vote for 11 seats (compared with 10 seats in 1977). Labour got a lower percentage of the vote—25 per cent—for more seats, 17, and the Tories got 25 seats. It is these sort of figures which have to be turned around if the Alliance is ever to appear over the brow of the hill, locally and nationally.

Outside the vital band of hung councils there are other targets. The Conservatives are (decreasingly) hopeful of regaining their lost Northern treasure of Lancashire and of the winning Cumbria and Rutland. Labour hopes to move from minority to majority control in Cheshire and not to lose any of its South Wales strongholds. The Alliance hopes to force more councils out of the overall control of the other two parties. Dorset, East Sussex, Hereford and Worcester, Northumberland and Wiltshire all registered substantial Liberal advances in 1981.

In many counties, comparisons will be difficult owing to boundary changes since 1981, although these have tended to affect more of the Tory-controlled authorities than Labour.

The shire counties' two principal functions are education and police, both of which have been major issues. Police and policing became a major issue throughout the miners' strike and attitudes in parts of the mining shire counties have been affected by the dispute, the impact of which is fading less quickly on the spot than is implied by the sudden ending of media attention.

Education is very much a live issue because the disputes which have been affecting the principal county council services. It is also a subject in which local residents tend to take an exceptionally close interest.

Since the last county elections the enthusiastic attempts by some councils to cut spending as part of the Government's campaign for lower spending and lower rates has been dealt a blow by the Education, Health and Social Services Committee of the House of Commons. Both Somerset and Norfolk figured in HMI reports as counties in which education provision had fallen to a level which was giving concern.

The more difficult dispute is a more difficult one for parents are sympathetic to the teachers' complaints of furious at the disruption. This could prove particularly

important in the counties among the current target areas for disruptive strike action this year—Buckinghamshire, Cambridgeshire, Devon, Hampshire, Hertfordshire, Kent, Leicestershire, Lincolnshire, North Yorkshire, Oxfordshire, Somerset, Suffolk, Surrey, Warwickshire, West Sussex, Wiltshire and Wiltshire.

So this, the year of "dread" elections made worse by the elimination of the "star" megacouncils, promises to be far more interesting than it looks. Inevitably, the old hands, the Labour and Tory parties, will claim more than their due whatever the outcome and the Alliance will relapse into arithmetic on Friday on the basis of wishful thinking and proportional representation. But it is for the Alliance that the annual local polls are becoming crucial. It has its ground forces and organisation well in place after four years and it now needs to prove itself politically rather than doing well and coming nowhere. Here are some points to watch for:

- Labour will be doing well if—
 - it holds all its present counties
 - it can take overall control of Cheshire or Northamptonshire
 - more hung counties have majority Labour than minority Tory control
 - it loses a South Wales county
 - there are no hung Home Counties
 - it takes the Isle of Wight
 - they can win back the Isle of Wight
 - they win any two of Cumbria, Cleveland, Northumberland and Lancashire
 - the North-South divide moves Northwards
 - they lose control of anything
 - they fail to capture Avon and Lancashire
 - there is a very low turnout in fine weather
- The Tories will be doing well if—
 - the number of hung councils increases
 - it takes control of anything
 - it can get the balance of power somewhere in the North
 - and badly if—
 - it loses the Isle of Wight
 - it gets under 25 per cent of the overall vote
 - it persistently comes third.

UK unemployment

Time to make time for alternative strategies

By Andrew Britton

THE LAUNCHING of the new Charter for Jobs and the foundation of a new Employment Institute are the clearest indications yet that monetarism has been put on the defensive. It is not difficult to see why this change in the intellectual climate has come about.

Realistic monetarists always expected unemployment to rise as the rate of inflation was being brought down by a tightening of fiscal and monetary policies. But they expected the increase in the level of unemployment to be temporary, not permanent. Once inflation was established at a lower rate, they thought that unemployment would come down again, to a level lower than it had been before the monetarist cure was taken. In the event it has taken a very long time for the failure of monetarism in this respect to become fully evident.

Since the monetarist strategy is not achieving the results expected of it, it is now naturally shifting to the alternative strategies proposed by non-monetarist economists. Some economists, for example those writing the National Institute's quarterly commentary, have been consistently critical of monetarism since it first became influential in the early 1970s. Such criticism is now justified by events. That does not mean, however, that one should, or could, simply go back to the policies which were followed in some earlier period. Too much has changed, both in the way economists think about macroeconomic policy and in the circumstances of the British economy.

Since 1979 the total of the registered unemployed has risen by 8 per cent of the labour force. In some respects this may overstate the present deficiency of demand for labour, but in others it may understate it. What is indicated, therefore, is not a marginal change in economic policies, which would have only a marginal effect on unemployment. The waste of resources will not stop if unemployment levels off or even if it begins to fall a trifle, which is quite possible

even on the basis of the present strategy. It will stop only when the degree of slack in the labour market falls back below what it was when the monetarist experiment was begun.

If the unemployed are given productive work to do, the total level of output in the economy will rise at least in proportion to the number of jobs created—at least in proportion because as output expands average productivity normally rises rather than falls. It does not follow, however, that extra output can be secured on the scale required simply by adding to domestic demand. It is also essential that the competitiveness of British industry is improved, because otherwise the balance of payments will again become a constraint on the growth of the economy. Each of the extra output which is needed to create the extra jobs must be either production for export or else production which competes with imports in the home market. The problems of unemployment and of the non-oil trade balance are inextricably interconnected.

The stringency of fiscal policy could be relaxed

Some easing of fiscal policy, by tax cuts or increased public spending, is seen by many as a necessary condition for output growth on the scale that is needed. No one, I think, believes that it is a sufficient condition. Nowadays the argument that one can simply spend one's way out of trouble is seldom, if ever, heard—except as a caricature. The argument often heard is that the fiscal policy actually followed in recent years has been quite unnecessarily restrictive.

The stringency of fiscal policy could be relaxed to some degree without raising the total of public sector debt outstanding to a dangerous level in relation to national income. The rate at which the markets can absorb debt is always a matter of judgment; there is a particular number for the PSBR, or the ratio of debt to GDP, which is always adequate and never excessive. The market reception of an expansionary Budget would depend as much on the nature of the tax and spending changes announced as on the forecast of borrowing or the debt-to-income ratio by which it is accompanied.

The three specific measures identified by the Charter for Jobs have been chosen to minimise the danger of inflation. They include further cuts in the taxation of employment, additional public spending on the infrastructure and special measures to help the long-term unemployed. The arguments for these proposals are set out in a short pamphlet called *We Can Cut Unemployment* (obtainable from Charter for Jobs, Freeport, London NW3 1YP).

The aim of these associated with this new venture is to change the way people think about unemployment, above all to counter the view that unemployment is inevitable, so we must just learn to live with it. That fatalism is based on misconceptions, but if it becomes generally accepted, it will itself be an obstacle to the creation of jobs.

The perceptions and expectations of the general public have a profound effect on the economy. Recent developments in the theory of macroeconomic policy have much increased the emphasis on considerations of this sort. But expectations can work for good as well as for ill. If the public expects output to rise, for example, then firms are more likely to invest and recruit labour ahead of demand. This makes expansion easier and limits the risk of an excessive rise in imports. The need is to present a credible plan of phased expansion, rather than an abrupt transition to boom conditions with which industry cannot cope adequately.

The official response to the Charter for Jobs has been on the one hand that its ideas have already been discredited, on the other hand that they have already been adopted. Neither line is really tenable. There is a lot of new and constructive thinking going on about alternative strategies. There is a growing awareness that progress under the present strategy is lamentably slow.

The author is director of the National Institute of Economic and Social Research and a trustee of the Charter for Jobs.

Nuclear power management

From Mr D. Lomer

Sir,—In David Fishlock's article (April 19) "Britain's nuclear industry has another go" Sir Walter Marshall was quoted as saying that making the National Nuclear Corporation responsible for the whole project, including safety, was a mistake. Before Sir Walter became chairman of the Central Electricity Board he was chairman of the UK Atomic Energy Authority and a part-time member of NNC.

The Secretary of State made a policy announcement in 1979 that NNC should have "total project management" for the pressurised water reactors. At that time I was a board member of the CEBG. I, like many others in the private and public sector worldwide, believed that it is only a client/owner who can have total project management and as owner there are many responsibilities the CEBG could not delegate to NNC.

The article also says that the CEBG agreed the conclusion of the task force that NNC should be responsible for safety. I would like to assure readers that to my knowledge the then board of CEBG never considered making NNC responsible for safety. Let alone agreed. Safety of nuclear stations is the responsibility of the owner.

What a pity it has taken so many people so long to come to the conclusion that the Government instruction on how the PWR should be project-managed was a mistake. I believe the words, NNC will have "total project management", have caused endless argument and debate, have delayed the establishment of procedures and strategies, delayed the project and escalated the costs.

By the time the 1979 policy announcement was made, the two generating boards (CEBG and South of Scotland Electricity Board) had already agreed with NNC the procedures, contract strategies, division of work, delegations, etc. for Heysham II and Torness advanced gas-cooled reactors. These were largely based on the procedures already adopted for Drax, which in turn took account of the detailed analysis of causes for delay in power station construction, both conventional and nuclear. This analysis had been communicated to Ministers by Mr Denis Roope, the then chairman of NNC, on the agreement for the two AGR stations took into account the boards' responsibilities as owner and the following points: boards' cost of ownership; responsibility for safety throughout the life of the stations; legal advice the boards had obtained on how they could

and could not contract for the station; NNC financial status; the need for the boards to ensure that all contracts for plant were drawn between the boards and the various contractors; boards' public accountability; the need for all tender lists to be approved by the boards; indeed the design from the operators of Hinkley and Hunterston stations; the fact that the construction site licence would be issued to a named person in CEBG; the fact that once nuclear fuel arrived on site the licence holder would be the CEBG station manager.

I have reason to believe there were some who did not like the agreement between the boards and NNC, some who did not like the two AGRs going ahead. Time alone will tell who was right.

Strategies and contract arrangements were carefully thought out, and based on past experience, project management logic, and the responsibilities of the client/owner purchaser. They have been successfully applied to Drax, Heysham and Torness, and in part used to sort out problems at Grsln, Loe and Littlebrook.

Has it been cost effective, or even wise, to try to develop a new approach for the project management of the first PWR? Dennis Lomer, Heysham House, Heathfield Close, Woking, Surrey.

The TGWU ballot

From the General Secretary, Transport and General Workers Union

Sir,—I would refer to your article (April 29) entitled "Row over fresh TGWU ballot." To assure that readers receive the correct facts rather than editorialised comment I would state that the decision of the union to hold a repeat ballot was taken by the General Executive Council. It will conduct the ballot, not Evans or any other individual. I, as general secretary, have the responsibility to oversee the administration and will certainly not be issuing "personnel" instructions that vary from the decision of the GEC.

I have as general secretary taken my responsibilities seriously and far from showing favouritism it will be my task to ensure, under the terms laid down by the GEC, that the ballot is conducted properly and fairly.

Letters to the Editor

I believe this view would be upheld by all candidates who know my commitment to ensure the full lay participation of all our members.

Moss Evans, Transport House, Smith Square, SW1.

A Channel link and allowances

From Mr J. Newman

Sir,—In April the Department of Transport issued an "invitation to promoters of a Channel link." It set out three principles on taxation the last of which was that there would be no discrimination between users of competing modes of transport (except perhaps with respect to duty free facilities).

From a UK capital allowances viewpoint the major part of the Channel link works will qualify as an industrial building. In balance it will to an extent qualify for allowances as plant and machinery and then perhaps dredging and other minor allowances. Of course, some parts will not qualify for any allowances at all. The Finance Act 1984 and the Finance Bill 1985 state that the rate of initial allowances on industrial buildings and dredging works will be nil after April 1 1986. Thus, only an annual allowance at a rate of 4 per cent per annum will be due on the major part of the link works and that will be due when the link is actually "in use."

Competing modes of transport such as ferry boats, hovercraft and aircraft will not be entitled to first year allowances after April 1 1986 but will be entitled to writing down allowances at a rate of 25 per cent per annum and there will be no "in use" condition.

I put this discrepancy in allowances to the Department of Transport and asked it to confirm that industrial buildings allowances will come into line with those for ships. The Department's response has been to state that as was not acting for any promoting group it would not respond substantively. It assured me however that the points made had been noted carefully and that it was good of me to take an interest in the matter.

There are three worries that arise from this correspondence: the obvious one of whether the inland Revenue was consulted initially, the lack of openness disclosed by the correspondence and, bearing in mind the fact

that most cross-Channel ferries have lasted for more than 25 years, the possible reduction in allowances on ships to 4 per cent per annum.

John A. Newman, 1, Old Burlington Street, W1.

Ending rent controls

From the Director, Shelter

Sir,—I am writing to correct a small but important mistake in Peter Riddall's article (April 19) on Government plans to end rent controls on new lettings in the private rented sector.

The article says that "supporters of the change point out that the proposed legislation would only affect new lettings, while the controversial 1957 Act covered all tenants." This is, in fact, incorrect. The 1957 Rent Act removed rent controls from both new and existing lettings only at the upper end of the market (in London, for example, only 12 per cent of tenancies were affected in this way). All other existing tenancies remained subject to rent control, but all new tenancies were automatically deregulated.

Supporters of deregulation cannot, then, counter concerns about Ratchmanism by claiming their proposals are different from those of the 1957 Act, as far as the majority of lettings were concerned, they are essentially the same.

Indeed, the proponents of deregulation would do well to study the 1957 Rent Act and its eventual effects. Many of the claims being made for deregulation now were also made at the time of the 1957 Act. They were not realised. There was no evidence of any marked improvement in mobility, and the rate of decline in the private rented sector accelerated after 1957 rather than slowing down. In areas of shortage, especially London, fears that the Act would lead to exploitation were justified. We should not make the same mistakes again.

Courage and conviction

From Miss B. North

Sir,—Sir Roy Shaw (April 22) thinks that in order to make the necessary tobacco sponsorship, all the arts need a further "small" subsidy to this Arts Council and accuses the Government of lacking the courage of its convictions. Many other people feel that the same is true of their particular interest. What neither he nor any of them will say, however, is from what alternative sector of the community this money should be taken, in view of the obvious one of whether the Inland Revenue was consulted initially, the lack of openness disclosed by the correspondence and, bearing in mind the fact

(Miss) B. E. North, Trinity Church Square, SE1

JOURNEY—LONDON TO DIJON FOR SIX PEOPLE

SCHEDULED FLIGHT

DAY 1

- 6.30 Alarm goes off
- 7.30 Depart Central London
- 8.15 Arrive Heathrow
- 8.55 Depart Heathrow
- 11.25 Arrive Lyon (nearest scheduled airport to Dijon)
- 11.45 Clear Customs
- 11.55 Taxi to Rail Station
- 12.49 Depart Lyon Station
- 14.33 Arrive Dijon Station
- 14.50 Arrive Meeting MEETING
- 19.00 Meeting Ends (You've missed the last scheduled flight from Lyon so you've had to book a hotel in Dijon)

DAY 2

- (There is no train connection to catch the morning flight from Lyon.)
- 15.45 Depart Dijon station
- 17.43 Arrive Lyon Station
- 17.50 Taxi to Lyon Airport
- 18.20 Arrive Lyon Airport
- 19.00 Depart Lyon Airport
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- 19.45 Clear Customs
- 20.30 Arrive Central London

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- 19.35 Depart Dijon Airport
- 20.10 Arrive Luton
- 20.25 Clear Customs
- 21.10 Arrive Central London

DAY 2

- (There is no train connection to catch the morning flight from Lyon.)
- 15.45 Depart Dijon station
- 17.43 Arrive Lyon Station
- 17.50 Taxi to Lyon Airport
- 18.20 Arrive Lyon Airport
- 19.00 Depart Lyon Airport
- 19.30 Arrive Heathrow
- 19.45 Clear Customs
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FINANCIAL TIMES

Wednesday May 1 1985

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Banking Services

Rupert Cornwell in Bonn examines the problems facing the West German building industry

Pillars of society shaken to foundations

THE BITTEREST winter in West Germany for decades has given way to a sudden, if spasmodic, spring. But the relief, and spiritual uplift, has most decidedly not spread to the country's building and construction industry. Its present straits are not just the worst since the second world war, they also constitute a massive, menacing blight on an otherwise solid economic recovery.

For all its tribulations, construction remains a pillar of the national wellbeing. A total annual business worth DM 260bn (\$87bn) makes it the largest single sector of the economy.

Directly or indirectly, the industry bears upon activity worth DM 600bn - roughly a third of the Federal Republic's gross national product. Its trade stretches from building houses to laying down autobahns, from fitting sulphur dioxide extractors to power stations to erecting giant contracts in Saudi Arabia.

But the pillar is now wobbling perilously. According to some estimates, up to 200,000 of the 1.1m people employed by an army of 60,000 companies are in danger of losing their jobs this year alone. In 1984, some 2,000 of the latter went bankrupt nobody disputes that this year will be worse still. The only unknown is how much worse.

But why the crisis, and why now? The answer is complex, an array of reasons stretching from the receding successes of the past through the affluence of the present into the doubts and uncertainties that cloud West Germany's future.

During the 1950s and most of the 1960s, the industry was necessarily a driving force behind immediate post-war reconstruction and economic expansion. At its peak, the housing contractors' sector was completing 700,000 new homes a year. The momentum spilled over into civil engineering at home and then abroad, and gained further strength from the massive plant investment programmes of a renaissance industry.

That is over now, however. No fewer than 18m new homes since 1945 have ensured that West Germany is well housed. This year, an official at the Ministry of Works in Bonn reckons, housing completions might fall below the depressed 1984 level of around 400,000. Nor is that all.

The Third World debt crisis and the arrival of competition from emerging new industrial powers have pushed the total volume of overseas contracting down from a peak of DM 20bn a year to DM 4bn to DM 5bn today. Public spending retrenchment under the centre-

right coalition now in power may have helped to cut the budget deficit, but it has eaten heavily into public works programmes.

The economy as a whole is growing at a useful 2.5 to 3 per cent a year, but there is as yet scant sign of the genuine investment upswing on which the construction industry is counting. When it does come, it may well be less in new plant than in the specialised production equipment within it.

Moreover, not just industry but civil engineering at large has borne the brunt of the new German passion for the environment. Some claim that the cleansing of West Germany may generate 400,000 new jobs over the coming years. But, of those, not many on balance may flow to the construction sector as plans for new power stations, motorways and the like are held up.

The ascent of the Greens (environmentalist party) may now be looking somewhat less than irresistible. But their environmentalist legacy will continue to be joined during the next decade by that of the spectre haunting the country's planners: that of a falling population. When the low West German birth rate really starts to take effect, in the mid-1990s, the home-building and construction industry cannot escape being a victim.

Against that background, few would argue - and few, even in IG Bau, the building union, do so - that no further rationalisation, as cut-backs are politely called, is required. But the industry's difficulties have been compounded by additional shortcomings of its own making.

The relentless pressure to win orders has led to suicidal price-cutting. According to Dr Ignaz Walter, chief executive of WTB - Walter Thost-Bosch of Augsburg - one of the half dozen largest construction groups in West Germany, most of those in charge of smaller companies are run by people with a background in engineering rather than finance.

"They think short-term," he says. "They have to pay money out so they take any new order, even at below cost price, to raise enough money to meet their next payments. That is just stupid."

On top of that is the relative ease with which a new company can be set up in West Germany.

A Ministry of Works official said: "The trouble is that these concerns often are not properly financed. They frequently just go straight into bankruptcy." As a result, not just the immediate prospects of individual workers but the image of the industry as a whole is badly damaged.

The Government insists that the industry must learn to live with the changed times. But its wounds, self-inflicted or otherwise, are prodding the state into action. This year, for example, DM 27.5bn of budgetary allocations - 9 per cent more than in 1984 - are being earmarked for the sector.

A further DM 1.75bn is being channelled through various agencies into environment-oriented construction projects, while a host of tax measures either have been or will be brought in to encourage home owners and those saving for a mortgage.

Not least important, local authorities, who are responsible for 60 per cent of all public spending in the sector, are this year expected for the first time for years to boost their investment programmes, especially in what the Germans call "Städtekollektive," a convenient portmanteau word embracing everything from new city-centre detours to the new priority being given in West Germany to preserving buildings of historical interest.

But even that is a sign of the more sober times. To restore lovingly an old building is far less remunerative, for the contractor, than to tear it down and replace it with one three times the size. But that is the way the future points.

THE LEX COLUMN

Tarmac takes to the road

It may be just coincidence that the Government Broker has cut his prices in order to shift tap stock on each of the past two days. But, with money supply figures due next week, it is no way to convince the market that bank lending is under control.

Tarmac

Tarmac has been issuing so much equity of late that its share price would find the going heavy even in a sector better favoured than construction. The group is adventurous and well-managed but no fund manager would buy in the market when he can pick up stock at a discount at the regular biannual placing. Yesterday's 10p rise in the share price - to 54p - was a response as much to hints that Tarmac might rest the market for a bit as to its laudable set of 1984 results.

In the past six years, Tarmac has transformed a rag-bag of international activities into a strong presence in aggregates in the U.S. sub-bit. While this has not emancipated the group entirely from the UK construction cycle, let alone the weather, it has learned a much more hard-headed approach to contracting - where turnover has fallen sharply in real terms - and developed a housing business now approaching its limits to growth in the UK.

Nor has Tarmac simply exchanged a UK construction downturn for the prospect of one in the U.S. Even this year, Texas and Florida are only expected to chip in a sixth of the total profit contribution. Nowadays Tarmac looks the best-balanced company in the UK sector.

Simply in consolidating the U.S. acquisitions, Tarmac can add £20m or so to operating profit while the housing business - already operating on impressive margins - has all but met its growth target in the first four months. The cost in terms of working capital and borrowings is

not excessive, with net debt at about 40 per cent of shareholders' funds; and interest payments should still leave well over £10m at the pre-tax level.

Tarmac can still use its own resources to finance additions to aggregate reserves and strengthen market shares within the building products business. But a sudden jump into the U.S. housing market, however tempting to management, would probably require more equity and the ensuing drag on the share price. The decision to try and float off part of the oil business - though neither here nor there in cash terms - is therefore welcome in intention.

Business confidence

The CBI's latest industrial trends survey was conducted in the aftermath of the miners' strike and against the background of a budget which was generally seen as positive for manufacturing industry. So it is perhaps not surprising that respondents should have taken a jaunt view of the outlook for orders, investment and production. Yet, even making due allowance for the special circumstances, British industry seems in exceptionally good heart.

The worry, if anything, is that higher output is straining capacity and so putting upward pressure on prices. The proportion of companies which view fixed capacity as more than adequate has fallen for the second quarter in succession and rather more respondents are now citing the cost of funds as a constraint on capital investment.

Yet capacity utilisation overall has remained broadly constant for at least a year and the anecdotal evidence of production bottlenecks is pretty thin. Capital investment by manufacturing industry increased by around 15 per cent last year and remained at a high level in the first quarter of 1985. With the phasing out of capital allowances providing

every incentive to expand capacity sooner rather than later, it would be surprising if many British companies were bumping up against production ceilings.

Of greater concern is the effect which a stronger pound and a slower U.S. economy may have on export confidence as the year progresses. To judge from the survey, industry was as bothered as ever about export competitiveness just when it should have been enjoying the fruits of sterling's decline.

Stock Exchange

Neatly timed to coincide with the run-up to the Government's share offering, Robert Fleming has started this week to make a market in British Aerospace's shares. It now trades 31 electronics or electronics-related stocks outside the Stock Exchange and claims to have 5 per cent to 10 per cent of that market. European Banking Company, meanwhile, is celebrating its first two weeks as market-maker in European equities, including ICI, Esso, Beecham and Glaxo.

Those banks that chose to buy stakes in brokers or jobbers could only operate along Fleming lines by bypassing their partners. Fleming, on the other hand, has all the advantages of being outside a cartel - it can act as both distributor and market-maker and undercut existing members by not charging commission. While it is gently climbing the learning curve, market-makers hired by brokers are underemployed. What is more, Fleming has saved itself the goodwill payment involved in buying a whole firm.

Yesterday, the chairman of the Stock Exchange was attempting to persuade his members that the penalty for high entry barriers to the London Stock Exchange would be a fragmentation of the central market. Both Fleming and EBC are prepared in principle to join the Stock Exchange but if the hurdles are too high, they will carry on peddling their wares across the road.

London SE chief defends reforms

By John Moore in London

SIR NICHOLAS GOODISON, chairman of the London Stock Exchange, yesterday warned members of the exchange that there was "no alternative" to the reforms planned for the UK securities market.

He was beginning a campaign to rally members to support key reforms of the stock market, which are to be voted on at a meeting on June 4. Amid growing unrest in the market about the changes, which will allow outside interests full control of stockbroking and stockjobbing firms, Sir Nicholas addressed representatives from London firms at the stock exchange.

It is the first of three meetings planned for London members this week. Speaking to the members on the exchange's trading floor Sir Nicholas was received, according to one member, "in stony silence."

A large number of small brokers are angry that outsiders are going to gain access to the assets of the exchange at what they consider to be too low a price. The stock exchange has devised a compromise solution in order to give existing members some "compensation" for the admission of outsiders to the exchange.

A market is to be created in the shares of the stock exchange itself and each member would hold five shares. But under a proposed formula the market value of the shares could be limited to £2,000 (\$2,500) each. Small brokers regard this proposal as unfair and are determined to block it.

Sir Nicholas told the members yesterday that the growing internationalisation of markets meant that outsiders would have to be admitted. He warned that the market might fragment as outsiders developed markets outside the London stock exchange.

He also indicated that the market in British Government securities - the "gilt-edged" market - might be moved away from the exchange unless the members accepted that outsiders would have to be admitted.

Sir Nicholas said the stock exchange ruling council need a simple majority at the June 4 meeting to allow outsiders in the exchange and 75 per cent majorities on other proposals such as the creation of a market in the shares of the stock exchange itself.

FitzGerald speaks out against Sinn Fein on visit to Ulster

BY PETER RIDDELL IN LONDON AND OUR DUBLIN AND BELFAST CORRESPONDENTS

DR GARRET FITZGERALD, Prime Minister of the Irish Republic, yesterday used the first official visit by an Irish premier to Northern Ireland for 20 years to urge nationalists in the province to reject Sinn Fein, the political wing of the IRA, in the May 15 local council elections.

Dr FitzGerald, accompanied by his Foreign Minister, Mr Peter Barry, flew on the inaugural flight by Aer Arann, between Dublin and Londonderry, a service which the Irish Government will subsidise to the tune of £100,000 (\$100,000) a year.

The visit was marked by heavy security and drew protests from the Rev Ian Paisley, the Democratic Unionist leader. He said it was arrogant of Dr FitzGerald to visit Northern Ireland without making arrangements through the UK Foreign Office as other foreign leaders would have to do.

Mr John Hume, MP for Foyle which includes Londonderry, and leader of the Social Democratic and

Labour Party, said the visit had no political significance. "Dr FitzGerald is here to show his personal support for the new air service, for which I have been working since the previous company closed 18 months ago," said Mr Hume, who was among the welcoming party at the airport. As a member of the European Parliament, Mr Hume is likely to be one of the service's best customers.

The last such official visit was the historic meeting between Mr Sean Lemass and the Northern Ireland Prime Minister, at the time, Capt Terence O'Neill. Dr FitzGerald has visited Belfast unofficially while in office to address an EEC sponsored meeting.

Dr FitzGerald's visit yesterday is in line with the British Government's strategy of trying to create a situation where a closer interest by Dublin ministers in the affairs of Northern Ireland is seen as normal and healthy.

The visit, however, drew a guarded reception from Mrs Mar-

garet Thatcher, the British Prime Minister.

During Prime Minister's questions in the House of Commons, Mr Enoch Powell, Official Unionist MP for South Down, said there was "consternation and anger in Northern Ireland over the unheralded intrusion of the Prime Minister and Foreign Minister of the Irish Republic, particularly during an election campaign. Mrs Thatcher said she had been informed beforehand but added that she "understood" what Mr Powell was saying.

Mrs Thatcher was apparently informed last Friday but there was no indication yesterday that she wanted to go beyond such an acknowledgement to signal approval of the visit. The official position was that it is customary to inform London and Dublin had done that.

The visit could add to the prospects of the mainly Roman Catholic Social Democratic and Labour Party in the elections, although Dr FitzGerald denied that this had anything to do with the visit.

U.S. poised to impose Nicaragua sanctions

By Reginald Dale, U.S. Editor, in Washington

THE U.S. yesterday appeared to be on the verge of introducing economic sanctions against Nicaragua, probably including a trade embargo in a new bid to step up pressure on the Sandinista Government.

A leading Democratic senator, Mr Lloyd Bentsen of Texas, said that Mr George Shultz, Secretary of State, would recommend the sanctions to President Ronald Reagan before the two men left for West Germany to attend the Bonn economic summit, later last night.

Mr Bentsen said the State Department had told him the sanctions would include a trade boycott and a ban on airline traffic between the two countries. Nicaragua exports to the U.S. have already plummeted from \$214m in 1980 to \$58m last year, while U.S. exports have fallen from \$247m to \$109m over the same period. Direct air traffic between the two countries is minimal.

The State Department recommendations came less than a week after the House of Representatives rejected all proposals for new aid to the Nicaraguan anti-government Contras rebels, obliging the Administration to look for other means of exerting pressure on Managua.

On Friday, the White House announced a full review of economic, political and other measures that might be taken against the Sandinistas and in indirect support of the Contras. Administration officials say they have now detected a groundswell of Congressional support for sanctions, particularly following this week's visit to Moscow by Sr Daniel Ortega, the Nicaraguan president, to seek Soviet economic aid.

Economic sanctions have frequently been considered in the past, but the Administration has been reluctant to introduce them - at least in part for fear of the wider implications for its trade relations.

Yesterday, however, Mr Shultz insisted that any sanctions against Nicaragua "had nothing to do with" the Administration's campaign for freer world trade - a major plank in its position for the Bonn summit. Sanctions would be simply a matter for U.S.-Nicaraguan relations and should be seen as supporting U.S. political objectives, he said.

Nevertheless, it seemed certain that Mr Reagan's allies would want to question him on the issue in the informal political discussions in Bonn.

LDC doubts on new trade round

BY WILLIAM DUFFLORCE IN GENEVA

INDIA and Brazil, two of the largest developing countries, continued yesterday to express reservations about the new round of international trade negotiations, on which leaders of the industrialised nations are expected to decide at the Bonn summit later this week.

The two countries reiterated at a council meeting of the General Agreement on Tariffs and Trade (GATT) the view that new multilateral talks would lack credibility in the eyes of developing countries until the work programme agreed by a GATT ministerial meeting in 1982 had been implemented.

This programme provided for a

halt to protectionist action and a "rollback" of the barriers to trade erected by countries in contravention of GATT rules. It also included studies of ways to liberalise trade in agricultural products and to lift restrictions on textiles and clothing. Little progress has been made in any of these areas.

The Indian and Brazilian ambassadors were speaking on behalf of the group of less developed countries within GATT. Their standpoint was backed by Egypt and Yugoslavia.

It appears to be unlikely, however, that the doubts of the developing countries can stop the impetus

for a new round of negotiations.

The U.S. and Japan called in the council for a meeting in July of senior officials from GATT member countries to prepare for the talks. The EEC, while expressing sympathy for the arguments of the developing countries, said it would be in their interests to take part in a new round.

The council, which is made up of heads of missions for GATT members in Geneva, did not formally accept the call for a preparatory meeting in July but the majority agreed to tackle the issue of new trade negotiations squarely at the next council meeting in June.

U.S. leading indicators fall by 0.2%

Continued from Page 1

Growing concern in Congress about the failure of the Reagan Administration to develop policies to attack the trade problem and the strength of the dollar, which is one of the sources of it, was underlined again yesterday when a group of Democrats in the House of Representatives called on President Ronald Reagan to convene an international monetary conference before the end of the year to address the

issues raised by the strength of the dollar.

In the Senate, too, even some Republicans are pressing the Administration to focus more on tackling international monetary issues. There is also mounting pressure for the Administration to adopt a more flexible approach for tackling the budget deficit.

Philip Stephens adds from Lon-

don: The unexpected fall in the March leading indicators initially prompted a sharp weakening of the dollar's value, but it recouped some of the losses in response to the firmness of U.S. interest rates.

The dollar closed in London at DM 3.0975, down 1.35 pfg from Monday but well above its lows of the day. Sterling benefited from the weaker U.S. currency to rise by 1.25 cents to \$1.2425.

GM to build new plant

GENERAL MOTORS, the world's largest car company which is carrying out a modernisation programme, yesterday announced plans to build a new \$750m car assembly plant in Kansas City, writes William Hall in New York.

The plant will assemble a new line of cars in time for the 1988 model year. It will replace an existing GM plant in Kansas City and be operated by GM's Chevrolet-Pontiac-Canada group. Construction is to begin immediately, with completion scheduled for late summer 1987.

Last week, General Motors announced a one-third drop in its first-quarter net income to \$1.1bn which

it blamed partly on the heavy costs associated with its modernisation plans. Wall Street is aware that the company has been investing heavily in new technology and new plants, but it nevertheless has been surprised by the short-term impact on profitability.

General Motors said the plant would not be for the assembly of the new Saturn cars, but gave few specific details about the cars to be produced in Kansas City. The company said it does not expect any layoffs as production is transferred from the new plant. However, it says that the workforce will be lower as a result of natural job wastage.

Tokyo deadline for Gatt talks

Continued from Page 1

growing, and despite repeated efforts has had little concrete success in persuading Japan to open up its markets to West German goods, particularly cars. On the other hand, Japanese manufacturers at present hold around 13 per cent of the German motor market.

Meanwhile both leaders last night indicated their backing for the U.S. strategic programme into its Strategic Defence Initiative of space-based defence. However, both agree that the current concept of deterrence must remain in force until a practical alternative existed.

World Weather

Area	°C	°F	Area	°C	°F	Area	°C	°F	Area	°C	°F
Alaska	11	52	Denmark	14	57	Malaysia	24	75	Saudi Arabia	24	75
Australia	23	73	France	18	64	Spain	24	75	Sri Lanka	24	75
Brazil	23	73	Germany	18	64	Sweden	14	57	Taiwan	24	75
Canada	23	73	Italy	18	64	Switzerland	14	57	Thailand	24	75
China	23	73	Japan	18	64	U.S.A.	24	75	U.K.	14	57
India	23	73	Norway	14	57	West Germany	14	57			
Indonesia	23	73	Poland	14	57						
Israel	23	73	Romania	14	57						
Italy	18	64	Soviet Union	14	57						
Japan	18	64	U.S.S.R.	14	57						
Korea	18	64	U.S.A.	24	75						
Malaysia	24	75	U.K.	14	57						
Mexico	23	73									
Norway	14	57									
Poland	14	57									
Romania	14	57									
Saudi Arabia	24	75									
Spain	24	75									
Sweden	14	57									
Switzerland	14	57									
Taiwan	24	75									
Thailand	24	75									
U.S.A.	24	75									
U.K.	14	57									
West Germany	14	57									

Headings at mid-day yesterday:
C-Clearly B-Broken F-Fair P-Partly S-Sunny
St-Storm Se-Sea T-Thunder H-Hail

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March 1985

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Buitoni buys IRI food offshoot

BY JAMES BUXTON IN ROME

IRI, the Italian state-owned industrial holding company, announced yesterday that it had agreed to sell its food manufacturing and distribution company Società Meridionale Finanziaria (SME) to Buitoni, the private sector food company which recently came under the control of Sig Carlo de Benedetti, chairman of Olivetti.

The deal, which won admiration from political leaders but fury from trade unionists, is the biggest act of privatisation of an Italian state-controlled company. It marked a further major expansion of Sig de Benedetti's empire and will lead to the creation of one of the largest food groups in Europe.

Under the outline agreement, which has to be approved by the SME and Buitoni boards, Buitoni will pay L497bn (\$230.2m) for 64 per

cent of the capital of SME. Buitoni retains 51 per cent of this, and the remainder of the shares will be taken up by Mediobanca, the Milan merchant bank, and Istituto Mobiliare Italiano, the Rome financial institution.

The first L150bn will be paid at once and the remainder over 18 months.

The deal means that in only three months Sig de Benedetti, who has also been responsible for building Olivetti into one of Europe's biggest and most profitable data processing equipment makers, is now in control of a food manufacturing group whose sales in 1984 totalled more than L4,100bn.

In negotiations in February Sig de Benedetti's holding company CIR bought control of the Buitoni pasta and chocolate group from the

Buitoni family. The company lost L47.7bn in 1984 on sales of L1,035bn. CIR paid only L25bn for it, but is having to make a large injection of new capital.

The agreement to buy SME was made last weekend. The company is Naples-based and controls a range of food manufacturing companies including Alinari, Cirio and Italgel, a supermarket chain and a string of motorway restaurants. Sales in 1984 totalled L3,100bn.

SME was nationalised in 1963 and has lost L270bn in the six years up to 1983. Last year, however, it recorded a net profit of L56.2bn because recapitalisation and management restructuring carried out under Sig Giuseppe Rasero, the managing director installed by Professor Romano Prodi, IRI chairman. SME is the first of IRI's major

holding companies to return to profit since Sig Prodi took over in 1982. His strategy has been to return to the private sector those parts of IRI which he considered non-essential to the group's interests. However, the privatisation of companies so far has been limited.

Sig de Benedetti said yesterday the deal was "the first time that a publicly-owned company has passed into the hands of a private one to be paid for in cash." Usually, he said, the process was the other way round and cash did not change hands. He said he was paying "a lot of money" for SME.

He said yesterday that he would keep the management of SME intact but gave no guarantee on the future of its 20,000 strong labour force.

Deficit for U.S. steel producer worsens

By Our Financial Staff

FIRST-QUARTER losses at LTV, the third largest U.S. steel producer, increased sharply from \$20m to \$156m. However, the deficit was down on the fourth-quarter loss of \$348.7m, which took the loss for the whole of 1984 to \$378.2m.

Sales by the Dallas-based group, which merged with Republic Steel in June last year, were up \$199bn for the latest quarter, compared with \$141bn.

Steel shipments rose more than 16 per cent from the fourth quarter but imports and the strong dollar sharply depressed prices. The operating loss on steel for the quarter was \$111.7m up from \$27.4m a year ago. On the aerospace side income was higher at \$29.2m, against \$21.5m but energy products turned in a \$2.7m loss, compared with \$4m last time.

LTV said that integration of Republic Steel was taking longer and proving more difficult than expected because of low operating rates.

Low prices, reduced volume sales and the effect of imports in its metal business, pushed National Intergroup to a net loss of \$17.9m, or \$1.66 a share in the first quarter.

For the year ago period the U.S. steel and financial services group, which now owns 50 per cent of National Steel, shows a profit of \$1.7m, giving a loss per share of 11 cents.

The 1985 three months includes an equity share of the net loss of National Steel, which was wholly owned in 1984, of \$19.9m. This was partly offset by a \$3.2m gain from a property sale.

The comparative period has been restated to show a \$6.38m charge for losses on trading contracts and purchase commitments for aluminium in ingots.

Apple to discontinue Lisa computer output

BY LOUISE KEHOE IN SAN FRANCISCO

APPLE COMPUTER admitted that its "revolutionary" Lisa model had been a flop and announced that it would discontinue the two-year-old personal computer this summer.

Recently renamed the "Macintosh XL" in an attempt to link it to the more successful Apple Macintosh computer, Lisa was introduced with great fanfare in January 1983.

At the time, Apple chairman and founder, Mr Steve Jobs, boasted that Apple was "betting our company on the strategic decisions we made on Lisa."

Apple spent over \$50m developing the Lisa, and at least as much

again on advertising and market efforts. Lisa represented Apple Computer's first attempt to penetrate the corporate office market for personal computers, but the company met with strong competition from IBM. Apple must now rely upon Lisa's offspring, the Macintosh, to break IBM's hold on the office market.

Touted as the most "friendly" personal computer, for its ease of use features, Lisa's failure has been widely blamed upon its unfriendly original price of \$10,000. But a series of price cuts, bringing the price down to \$3,995, have done little to

boost Lisa sales. Apple also made what it now considers to be a serious error by not encouraging third-party software development for Lisa. As a result, very little business software is available for the Lisa.

Having "learned its lessons" with Lisa, Apple is now undertaking a big effort to boost its sales of Macintosh to corporate users. Macintosh incorporates much of Lisa's technology. It remains to be seen, however, whether Macintosh can succeed, where Lisa, and the Xerox Star that inspired many of its features, failed.

FCA reduces loss in quarter

BY WILLIAM HALL IN NEW YORK

THE Financial Corporation of America (FCA), the West Coast thrift which ran into financial difficulties last year as a result of reckless property lending, has reported a \$36.1m net loss in its first quarter.

The latest loss compares with a profit of \$27.6m a year ago and a \$512.1m loss in the fourth quarter when the group was forced to make heavy provisions on its problem loans.

FCA took no additions to reserves for losses on loans and property in the latest quarter, and notes that the first-quarter loss reflects the significant drag on earnings

caused by the company's non-performing assets.

The latest figures indicate the scale of the recovery task facing FCA's new management team under Mr Bill Popejoy who replaced Mr Charles Knapp, the architect of FCA's rapid growth, after bank regulators became worried last summer.

The problems at FCA and some other savings and loans have caused nervousness among depositors who have been withdrawing funds and placing them in less risky institutions and commercial

banks. Mr Popejoy has been able to prevent a major run on his institution by nervous depositors, but he admits that the group is still being forced to pay a premium for its funds and has suffered some deposit outflow, particularly in March when \$326m was withdrawn.

However, the reduction in the premium FCA pays for its funds and the fall in interest rates has led to an overall decline in the group's cost of funds from 10.77 per cent in December to 10.31 per cent in March.

Unocal defence suffers setback

BY OUR NEW YORK STAFF

UNOCAL, the West Coast oil company, has suffered a potentially damaging setback in its bid to fight off the unwelcome overtures of Mr T. Boone Pickens, the Texas oil man. A court in Delaware has ruled that it cannot exclude Mr Pickens from its \$3.5bn offer to buy back almost a third of its shares.

Mr Fred Hartley, Unocal chairman, has waged a bitter battle to prevent the takeover by Mr Pickens. He said last week that if Mr Pickens, Unocal's biggest shareholder, tendered any of his 23m shares in the company, Unocal would refuse to buy them.

A Delaware chancery court ruled yesterday that Unocal could not proceed with its offer to shareholders unless Mr Pickens's investor group is also allowed to participate.

Mr Pickens stands to make an estimated \$178m profit if he sells nearly a third of his 13.6 per cent stake back to the company. He has said that he will use the money to continue his pursuit of Unocal.

Unocal said yesterday it would await further legal developments before deciding whether to accept Mr Pickens's shares.

Two troubled Canadian aircraft groups improve

BY BERNARD SIMON IN TORONTO

DE HAVILLAND AIRCRAFT of Canada, and Canadair, the state-owned aircraft manufacturer, improved their financial performance last year as the Government pressed ahead with efforts to privatise the two troubled companies.

De Havilland, which specialises in short-takeoff-landing commuter aircraft, reported its operating income of C\$11.4m (U.S.\$8.3m) in 1984, its first trading profit in two years. The operating loss in 1983 was C\$39.4m.

The company's heavy debt burden, however, produced a net loss of C\$40.4m last year, down from C\$235.5m in 1983. Sales rose from C\$121.7m to C\$204m.

De Havilland made the first deliveries last year of its Dash-8 model, whose high development costs contributed to recent losses. The company wrote off C\$78.1m in Dash-8 development expenses last year.

Canadair, whose main product is the Challenger executive jet, reported a C\$6m net profit in 1984 following a loss of C\$184.5m the previous year. Sales slipped from C\$367.1m to C\$378.4m.

A financial restructuring in early 1984 freed Canadair of more than C\$1bn of debt, transferring the burden to the Canadian Government. The debt grew to C\$1.5bn at the end of 1984.

Ralston to sell fast-food chain

RALSTON PURINA has reached an agreement to sell its Foodmaker subsidiary, owner and operator of the Jack In The Box restaurant chain, to Forstmann Little and members of Foodmaker's senior management. Reuters reports from New York.

The parties did not disclose the terms of the transaction, which is subject to customary conditions including agreement on a definitive contract and corporate approval. The Jack In The Box chain has about 800 fast-food restaurants in California, Texas and Arizona.

Boeing takes off on higher interest income

BY OUR NEW YORK STAFF

BOEING, the leading U.S. aircraft manufacturer, increased its first-quarter net income by 41 per cent to \$110m on the back of a similar increase in sales to \$2.9bn.

The improvement reflected higher commercial jet transport earnings and increased interest income. During the quarter 11 airlines announced orders for 23 jets valued at \$1bn.

In the same period last year 28 new aircraft were ordered valued at \$700m. The higher value of the current orders reflects the demand for a greater number of wide body aircraft.

Mr T. A. Wilson, Boeing's chairman, says that the 1984 U.S. economic recovery which resulted in significantly improved airline traffic growth is expected to continue in 1985 but at lower growth rates. The improvement in traffic has essentially absorbed the excess capacity which plagued the airlines in recent years.

As a result, the company says the order outlook is favourable but the short-term marketing environment for commercial jet transports remains extremely competitive. In the latest three months, Boeing delivered 48 aircraft, including four 747s.

Warner-Lambert lifts earnings

BY TERRY BYLAND IN NEW YORK

BETTER PROFIT margins and a good performance by its domestic operations have helped Warner-Lambert, the health-care company, lift net income 12 per cent to \$69m or 78 cents a share for the first quarter. Sales, increased from

\$777m to \$795m. The strength of the dollar masked growth in the international divisions, where sales were 12 per cent up on the basis of local currencies but 2 per cent down after allowing for currency exchange rates.

NKK

Can. \$70,000,000

Nippon Kokan Kabushiki Kaisha

11 7/8 per cent. Guaranteed Notes 1992

The Notes will be unconditionally and irrevocably guaranteed by
The Fuji Bank, Limited

Issue Price 100 1/2 per cent.

Yamaichi International (Europe) Limited

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Kleinwort, Benson Limited

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Société Générale de Banque S.A.

Toronto Dominion International Limited

S.G. Warburg & Co. Ltd.

Wood Gundy Inc.

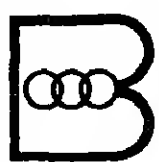
The Limited, Inc.
has acquired 100%
of the common stock of
Lerner Stores Corporation,
an indirect wholly owned
subsidiary of
Rapid-American Corporation.

The undersigned initiated this
transaction on behalf of
and acted as financial advisor to
The Limited, Inc.,

April 1985

SB LEWIS & Company

76 Beaver Street
New York, NY
10005



Botswana RST Limited

Incorporated in the Republic of Botswana

PRELIMINARY REPORT

Results of the company and its subsidiaries for the year ended December 31 1984 (subject to final audit).

	Year ended December 31 1984	Year ended December 31 1983
PRODUCTION AND SALES (Tonnes)		
PRODUCTION AT MINE		
Nickel/copper matte	51 845	48 083
SALES		
Matte	52 833	47 992
Metals—Nickel	857	825
—Copper	825	12
—Cobalt		
CONSOLIDATED INCOME STATEMENT		
SALES		
Matte and metals	77 528	68 395
Operating profit	424	1 439
Interest earned	259	131
Interest paid	(8 201)	(7 415)
Realised currency exchange losses	(8 817)	(917)
Other expenses	(234)	(164)
Loss before deferred interest, deferred royalty and unrealised exchange losses	(14 371)	(6 926)
Interest accrued but deferred for payment	(104 277)	(76 148)
Royalty accrued but deferred for payment	(4 996)	(3 799)
Unrealised currency exchange losses	(98 995)	(119 146)
Net loss attributable to the shareholders of Botswana RST Limited	(226 839)	(106 019)
Accumulated deficit at beginning of the year	(379 326)	(273 307)
Accumulated deficit at end of the year	(606 145)	(379 326)
Net loss attributable to the shareholders of Botswana RST Ltd per ordinary share:		
Pula:	P12.62	P5.90
Sterling: at the rate of P1 equals £0.547 (1983: £0.593) ...	£6.90	£3.50
U.S. Dollars: at the rate of P1 equals \$0.638 (1983: \$0.862)	\$8.05	\$5.08

Registered Office:
Administration Block
BCL Mine Site
P.O. Box 3, Selebi-Phikwe
Botswana

By order of the Board,
May 1 1985

U.S. \$85,000,000

Unsecured Multicurrency Revolving Credit Facility

BRIERLEY INVESTMENTS LIMITED

Managed by

PNC International Financial Services Limited

and Provided by

Lloyd's Bank International Limited	BOT Australia Limited (The Bank of Tokyo Group)
In association with	
The National Bank of New Zealand Ltd.	
Bank of New Zealand	First Chicago Australia Limited
Capel Court Corporation Limited	Italian International Bank PLC
Comerica Bank	Marac Hong Kong Limited
Creditanstalt - Bankverein	National Westminster Bank Group
Deutsche Genossenschaftsbank	Pittsburgh National Bank

Agent

PITTSBURGH NATIONAL BANK

An affiliate of PNC FINANCIAL CORP

Reuters Holdings PLC

has acquired through a wholly-owned subsidiary

Rich, Inc.

We acted as financial advisor to
Reuters Holdings PLC in this transaction
and assisted in the negotiations.

Merrill Lynch Capital Markets

May 1, 1985

INTERNATIONAL COMPANIES and FINANCE

Dutch bank establishes a U.S. foothold

By Nancy Dunne in Washington

CREDIT-SQUEEZED U.S. farmers have been turning in increasing numbers to an unlikely rescuer: Rabobank, a Dutch bank, which expects to have \$100m out in loans in the American farm belt by early summer.

Working through a programme called MASL, a subsidiary of subsidiary of BABSCO Bankers Services, Inc., Rabobank is establishing an important foothold in the troubled farm states, which it expects will turn highly profitable once the agricultural sector is again on its feet. The bank has committed another \$100m to the programme and hopes to expand participation from the 15 states now signed up to 17 or 18 later this year.

The expansion comes at a time when small rural banks are sinking in droves, the U.S. farm credit system is showing increasing signs of strain, and 25 per cent of all American farm debt is thought to be in trouble. But that does not worry Rabobank, which with assets estimated at around \$40bn, is the Netherlands' largest bank and the supplier of 90 per cent of its agricultural lending.

Steadiest borrowers

Its loans, through the 12 state bank associations which capitalised MASL, go to only the steadiest borrowers in the system.

"We're after the top 30 per cent of the U.S. farmers—those who will survive the shake-out," says Mr Hugo Steensma, senior vice-president and general manager of Rabobank for the U.S. and Canada.

MASL was conceived in 1981 when several rural banks became alarmed about the eight of farm loans. Rabobank was brought in to tap money markets for cheaper funds than that available to most local commercial banks. Generally, its interest rates on borrowing banks is just slightly above the prime.

It costs a bank a minimum of \$5,000 and a maximum of \$14,750 to join MASL. The assessment, which pays operational costs, is based on a bank's assets.

MASL currently has 156 banks signed up for the programme with participation now involving about 540 farmers. By lending through MASL, Rabobank can participate up to 80 per cent on an agricultural loan which it does on a "last in, first out" basis.

Property lending

Up to now, most of the lending has been for operating loans, but MASL is expected to enter soon the business of intermediate term real estate lending. With U.S. banks abandoning real estate loans, Rabobank is prepared to offer first and second mortgages for up to five years for qualified farmers.

Despite its strict qualifying standards, MASL has taken a few bumps with the rest of the U.S. farm lenders. Four of its participating banks have been closed, and some loan delinquencies have been reported.

However, says Mr Steensma, MASL is in for the long term and plans to take additional steps to offer other services to country banks it believes to be deserving of the risk.

FRENCH BANK MAY SET UP LONDON SHARE-DEALING UNIT

UK link for Société Générale

BY DAVID MARSH IN PARIS

SOCIÉTÉ GÉNÉRALE, the third largest French nationalised bank, is likely to set up an international share-dealing subsidiary in London in partnership with Hambro, the UK merchant bank this summer.

The plan, which has been under study for some months, will also involve the London stockbroker Strauss Turnbull, with which Société Générale already runs a joint venture for trading in Eurobonds in London.

The London share-dealing venture is expected to involve dealing in about 15 to 20 international equities on a continuous basis.

Although relatively small to start with, Société Générale's initiative represents the first move by a French bank to set up an international equity dealing service outside Paris in response to demand from clients for more sophisticated investment facilities.

The move, expected to be decided by the Société Générale board next month, is part of French banks' gradual response to the opening up of deregulated securities markets in the U.S. and UK.

French banks have been absent up to now from the rush of international banks—mainly Americans—taking stakes in London stockbroker firms.

Renouveau Nationale de Paris (BNP), the biggest French nationalised bank, has now pulled out of discussions—first revealed several months ago—aimed at buying a stake in London stockbroker Law

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No Hoesch dividend despite profits surge

BY PETER BRUCE IN BONN

HOESCH, one of West Germany's biggest steelmakers with major engineering interests, confirmed yesterday it would not be paying a dividend for 1984, despite a dramatic improvement in operating profits, which rose to DM 182m (£58.5m) from DM 31m in 1983.

Although Hoesch has now not paid a dividend for eight years, Deputy Chairman Rohwedder, chief executive, appeared to blame the current decision on the Economic Ministry, which he said had written to Hoesch in March suggesting that because the group had received restructuring subsidies

from the government, a dividend would not be appropriate. Dr Rohwedder said he regarded the letter as legally binding. But he added that Hoesch was talking to the Ministry in the hope that dividend could be paid this year.

Another board member, Herr Hero Brahm, however, struck a defensive note by saying the decision not to pay a dividend would anyway be "no surprise" to shareholders, who were not made any promises when they took part in a rights issue that raised MD 107m last year.

Dr Rohwedder also gave notice of possible further difficulties with Bonn by suggesting that because the European Commission had recently agreed to extra subsidies, amounting to some DM 100m being paid to state-owned steel competitors in Italy, France, Belgium and Luxembourg, German producers should not be forced to repay their restructuring subsidies out of profit.

Hoesch's external turnover last year rose 7.6 per cent to DM 7,250m, some 37 per cent, largely due to booming exports, particularly to the U.S., rolled steel production rose 12.5 per cent to 3,750 tonnes. But while the strong dollar helped sales,

material costs had risen even more strongly. Hoesch's steel operations, hived-off as a separate group at the beginning of last year, made profits after minor losses in 1983. For the group as a whole, interest payments continued to fall, this time to 1.7 per cent of total income from 2 per cent in 1983 and 2.7 per cent in 1982.

Net profits, at DM 94m, were DM 434m lower than in 1983. The figures are not really comparable, however, as the 1983 figure was boosted by DM 308m in state aid as well as the liquidation of reserves.

Yamaha, Ford in engine deal

BY JOHN GRIFFITHS

YAMAHA MOTOR, best known as Japan's second largest motorcycle manufacturer, has signed a high-performance car engine contract with Ford of the U.S.

Under the deal, Ford will send Yamaha units of the eight of production engine, which has yet to be announced. Yamaha will adapt the basic units into a very high-performance engine, with four valves per cylinder, for resupply to Ford.

No details of the timing for the venture, the contract's value or the Ford models to which the engine will be fitted are being disclosed.

However, the contract indicates that Yamaha—which, apart from motorcycles, has previously confined its other engine activities mainly to outboard motors—is now increasingly intent on expanding in the automotive field.

The Ford deal represents the second known contract Yamaha possesses with a car maker. Although rarely acknowledged by Toyota, Japan's largest car roaster subcontractor to Yamaha at least part of its production of the 16-valve 1.6-litre engines it uses in its Corolla saloon and MR2 sports car models.

While Ford has acknowledged that a contract has been signed, it has refused to comment on how the agreement with Yamaha might mesh with an engine development contract Ford also signed with Cosworth Engineering of the UK 16 months ago.

That contract was described as being mainly for developing a new engine for grand prix racing. However, at the time the deal was signed, Mr Walter Hayes, Ford's vice-president of public affairs, said Ford intended that the deal would lead also the development of a new generation of high-performance engines for its roadgoing cars.

Group sales in 1984 amounted to £181bn and orders were £142bn.

Condotte D'Acqua, the Italian state-owned construction company, last year reduced its losses from £400m in 1983 to £150m. The board of the company, which is part of the IRI-Istaitat holding, said that there had been a change of direction in the fortunes of the group last year, even though it was still suffering heavily from financial charges as a result of delays in payments.

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Motor Iberica seeks loan of Pta 9.2bn from state

BY OUR FINANCIAL STAFF

MOTOR IBERICA, the Spanish affiliate of Nissan Motor of Japan, is seeking to raise Pta 9.2bn (£53m) in government loans to meet capital investment commitments and offset losses which for 1984 are put at Pta 9.5bn.

The company said its losses stem from debt servicing requirements which amounted to Pta 18bn. Motor Iberica expects to stay in the red until the present restructuring programme ends in 1988.

"We are looking for a rise in sales of Pta 65bn this year from Pta 50bn in 1984," the

company said. Sales are expected to benefit from the Vanette minivan which went into production last March.

Motor Iberica has also asked the government for Pta 3.6bn in subsidies and a moratorium on social security payments to underwrite its lay-off plan which entails shedding 1,000 jobs.

Nissan, which owns 85 per cent of Motor Iberica, plans a Pta 18bn outlay for the company to finance capital investment schemes, which include the import of Nissan cars and the eventual production of its own model in Spain.

Low fee on \$400m EdF Euroloan

By Peter Montagna, Euromarkets Correspondent

ELECTRICITE DE FRANCE is to pay an annual fee of just 64 cents per point on banks participating in the \$400m, 10-year loan facility mandated last week to Bank of America, Bank of Tokyo, Bankers Trust and Societe Generale.

The fee, which is only marginally higher than that paid by other recent borrowers such as Imperial Chemical Industries and Unilever, suggests that top-rated borrowers remain largely unaffected by recent moves on the part of central banks to tighten up on capital requirements for such deals.

Terms of the EdF operation, revealed yesterday, make little concession to the stricter regulatory backdrop, though the contract for the operation is to include a clause permitting lenders to recoup any extra costs they incur as a result of increased capital requirements.

Interest in the deal from Japanese banks was already said to be strong yesterday, though it will still take some days before the response of the rest of the market becomes clear. Bankers believe that EdF would like to increase the total amount of its facility if the response is positive.

INTL. COMPANIES & FINANCE

Air India plans \$450m funding for Airbus deal

By JOHN ELLIOTT IN NEW DELHI

AIR INDIA is expected to invite bids from international banks within the next two weeks for a financial package of \$450m and \$450m to finance the purchase of six Airbus A320 passenger jets with spares.

It will seek two forms of financing: in addition to a combination of composite export credit and syndicated loan, having been persuaded by Grindlays and Chartered, its advisers, that it should explore leasing as a potentially cheaper form of financing than Euro-loans.

Because India is not prepared to hand over ownership of the jets to another country, Air India will be asking for what it calls an instalment sale at a 65 per cent of the total cost of the aircraft and would acquire the aircraft and maintain the ownership and registration, even though the financial repayments would be similar to leasing. This idea has been pushed by Grindlays.

Airbus has offered to cover about 65 per cent of the total cost with export credits. So, Air India and the Ministry of Finance will decide when they receive the bids how to split the financing between the various forms on offer.

Apart from Grindlays and Chartered, two other main groups of banks are believed to be preparing bids for syndicated loans. One which will offer tax sparing is led by Lloyds International and Banque Nationale de Paris and includes Chase Manhattan, National Westminster, Midland, Chemical and Mitsubishi.

The other includes Morgan Guaranty, Orion, Societe Generale, and Hong Kong and Shanghai.

Steep decline at Sun Hung Kai

HONG KONG - Sun Hung Kai & Co. of Hong Kong yesterday reported sharply lower profits for 1984, attributed largely to decreasing revenues from its commodities and securities divisions.

Group net profits were HK\$14.5m (US\$1.86m) compared with HK\$22.5m for 1983. This excludes extraordinary losses of HK\$6.23m for last year and HK\$1.66m in the previous period. Allowing for these, profits slipped to HK\$1.7m from HK\$2.49m.

The total dividend for the year is being cut to 1.5 cents a share from 2.5 cents.

Shareholders yesterday approved the sale of the last month of Sun Hung Kai Bank to Arab Banking Corporation of Bahrain for HK\$360m. The sale resulted in an extraordinary loss of HK\$1.66m.

Group earnings meanwhile have risen sharply in the first quarter of the current year to a level above earnings for the whole of 1984, according to Mr. William Arthur, the chief executive.

He said the exact figure would be contained in a prospectus due on May 13 for the general offer on outstanding shares in the company launched by Mr. Frank King, the chairman. Results in the rest of 1985 might not be as good, as the company remained vulnerable to changes in local financial markets, Mr. Arthur said.

Until recently, ownership of the company was shared among three main partners, Merrill Lynch of the U.S., Banque Paribas of France, and Mr. Fung, each with 23.5 per cent.

Since the year-end, Paribas has sold its stake back to Mr. Fung, leaving Merrill Lynch a minority partner.

Mr. Arthur - a former chairman of Merrill Lynch International - identified the causes of the profits fall as high interest costs, and a decline in commission income from gold dealing, commodities trading and overseas securities transactions.

The company's China trade division was also unprofitable, Mr. Arthur said. Results of the banking side were not outlined separately.

Mr. Arthur announced that Sun Hung Kai is to acquire a 25 per cent interest in Tien An Development, a Chinese development company jointly owned by the state-run Bank of China, China Resources Company and Asia Travel Services.

In order to bolster its investment banking operations, Sun Hung Kai is also planning an operational merger between Widely Credits, its licensed deposit-taker, and its stockbroking unit.

Speaking of Merrill Lynch's 1987 decision to leave Sun Hung Kai, Mr. Arthur said: "We certainly didn't get it right, I don't think our crystal ball or anybody else's crystal ball foresaw the company's economic troubles of those years."

Saudi group audits Bahrain bank

By OUR FINANCIAL STAFF

MIDDLE EAST Financial Group, the Luxembourg-based holding company for Saudi Arabian banking interests, said yesterday that it is finalising an acquisition audit of Arab Bank, the Bahraini bank for which it is making a takeover bid.

MEFG is owned by the Bin Mubarak and Kaad families of Saudi Arabia, who also own the Jeddah-based National Commercial Bank.

MEFG already has a stake in Arab Bank, which it is supervising in conjunction with the Bahraini Monetary Authority. Arab Bank has yet to report its results for 1984.

The United Bank of Kuwait, the London-based consortium bank, is "meantime" to get another shareholder; the Public Institution for Social Security in Kuwait. The institution, which manages Kuwait's state pension fund, will subscribe for 3m shares of 21 each, bringing the bank's total capital to \$75.4m (\$80.2m), on top of which it has \$40m in subordinated loans.

The United Bank is owned by 18 Kuwaiti institutions and made a pre-tax profit of \$10.3m last year.

Finan Bane in Riyadh writes: The directors of the Saudi Investment Bank (SIB) have decided to recommend the retention of all 1984 profits, after a \$166.6m drop in assets and a downturn in earnings.

SIB reported that a harsher banking climate has resulted in a drop in retained profits from \$3.97m to \$3.36m and the directors are recommending that the general reserve almost doubling to \$3.44m. Reserves against possible loan losses have been increased from \$25.1m to \$34.9m. Net loans and advances were slightly higher at \$402.8m.

The founder institutions of the bank, which were established to return their 1983 dividends worth \$1.88m to build up shareholders' funds.

Net commission income rose slightly from \$22.97m to \$23.3m in 1984 but the bank said that strict income reporting and lower asset levels dragged down gross commission income.

AP-DJ adds from Riyadh: United Saudi Commercial Bank has reported profits of 1.59m riyals (\$0.44m) during its first full year of operation.

The bank was launched by Bank Melli Iran, Banque du Liban et d'Outre Mer of Lebanon, and United Bank of Pakistan. These banks own 10 per cent each of USCB, as does Saudi International Bank, while private Saudi shareholders own the remaining 60 per cent.

Sime Darby changes new town scheme

By Wong Sulong in Kuala Lumpur

CONSOLIDATED Plantations and United Estates Projects, two major units of Sime Darby, Malaysia's largest non-oil conglomerate, have announced a change in the plan to develop a 200,000 population township outside Kuala Lumpur.

Under the revised plan, the township, which is 62 per cent owned by Sime, will relinquish its stake in the development of the proposed Seaford Jaya for 11.25m ringgit (US\$4.7m), making UEP the exclusive developer.

Originally, the 1,800-acre Seaford estate, belonging to Compant, was to be developed on a partnership basis with Compant taking 70 per cent. However, following Sime's acquisition of 47 per cent in UEP, Sime has taken the view that the property development should be placed under UEP.

The interim dividend is being halved to 5 cents a share and the company forecasts a poor result for the current half-year "unless there is material change in market conditions."

Other detrimental factors identified by C & C were moves last month by the Singapore Government to curb the number of cars on the roads, and a 71 per cent increase in Malaysian import duties for

Sharp fall in net profits at Cycle and Carriage

By OUR FINANCIAL STAFF

CYCLE AND CARRIAGE, the Singapore motor distributor, yesterday announced a 72.7 per cent slide in net profits to \$33.98m (US\$1.5m) for the six months to March, down from \$141.6m in the comparable period of 1983-84.

The company blamed a decline in car sales - it held franchises for Mitsubishi, where it said profit margins had also narrowed significantly - and the period, and for Mercedes-Benz, where sales fell from \$315.8m to \$212.7m.

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DEVELOPMENT BANK OF THE PHILIPPINES

Kuwaiti Dinars 7,000,000 8 1/2% Bonds Due 1985/1990

OPTION TO REDEEM ON OCTOBER 1ST 1985

Notice is hereby given that under Condition 5(C) of the Bonds, the holders of any of the above Bonds shall have the option to have such Bonds redeemed by the Bank at 100 per cent on October 1st 1985. To exercise the option the holder of Bonds shall deposit the Bonds to be redeemed with the Fiscal Agent or any of the Paying Agents at the addresses given below from whom payment is required at any time between June 1st 1985 and June 30th 1985 (both dates inclusive).

Any Bonds so deposited may not be withdrawn without the prior consent of the Bank.

FISCAL AGENT:
KUWAIT INTERNATIONAL INVESTMENT CO. S.A.K.
P.O. Box 22702, Gate No. 1, 8th Floor
Sahiyah Commercial Center, Kuwait

PAYING AGENTS:
KREDITBANK S.A. LUXEMBOURG
37, Rue Notre Dame, Luxembourg

MORGAN GUARANTY TRUST CO. OF NEW YORK
35, Avenue des Arts, 1040 Brussels, Belgium

ABU DHABI INVESTMENT COMPANY
Sheikh Khalifa Street, Abu Dhabi, U.A.E.

MERRILL LYNCH INTERNATIONAL BANK LTD
Merrill Lynch House, 3 Newgate Street
London EC4A 3TD, United Kingdom

by
Kuwait International Investment Co. S.A.K.
(fiscal agent)

Amrel earnings plunge despite higher turnover

By JIM JONES IN JOHANNESBURG

AMALGAMATED Retail (Amrel), the leading South African retailer of furniture and footwear, was badly affected by recession and austerity measures in the year to March.

Although turnover rose to \$408.7m (\$240m) from \$310.8m, significantly narrower margins and higher interest charges contributed to a drop in pre-tax profit to \$7.6m from \$28.2m.

The directors say that sales of durables dropped to alarm-

ingly low levels following austerity measures last July and August. They add that prospects are not encouraging and that sales will continue to be affected by unacceptably high interest rates and continuing erosion of disposable incomes.

Earnings dropped by more than two-thirds to 71 cents a share from 206 cents and the dividend has been cut to 24 cents from 71 cents. Amrel is a 74 per cent-owned subsidiary of South African Breweries, the diversified beverages and consumer goods group.

JAPANESE COMPANY RESULTS

DAIICHI STORES	Year to	Feb '85	Feb '84
Revenues (bn)	1,444	1,394	
Pre-tax profits (bn)	12.1	11.5	
Net profits (bn)	8.54	11.55	
Net per share	130.71	141.59	
1 Consolidated loss.			

DAIICHI STORES	Year to	Dec '84	Dec '83
Revenues (bn)	86	80	
Pre-tax profits (bn)	7.25	8.36	
Net profits (bn)	2.54	3.91	
Net per share	12.80	21.11	

KIRIN BREWERY	Year to	Jan '85	Jan '84
Revenues (bn)	1,228	1,247	
Pre-tax profits (bn)	10.2	10.1	
Net profits (bn)	6.85	11.41	
Net per share	28.85	22.33	

SEIKU HOUSE	Year to	Jan '85	Jan '84
Revenues (bn)	61	48	
Pre-tax profits (bn)	18.01	15.08	
Net profits (bn)	5.78	7.60	
Net per share	22.05	20.32	

BAT INDUSTRIES

NOTICE IS HEREBY GIVEN TO THE HOLDERS OF EURO-CURRENCY SECURITIES ISSUED BY:

BAT INTERNATIONAL FINANCE P.L.C.
- 74% Guaranteed Bonds 1987 -
- 100% Guaranteed Notes 1991 -
(Guaranteed by British-American Tobacco Co. Ltd and BAT Industries p.l.c. respectively)

BAT FINANCE NV
- 11% Guaranteed Notes 1989 -
(Guaranteed by BAT Industries p.l.c.)

The 1984 Report and Accounts of all companies referred to above are available on request from The Secretary, BAT Industries p.l.c., 50 Victoria Street, London SW1W 0QJ.

JUGOBANKA UNITED BANK

to Holders of

NOTICE IS HEREBY GIVEN BY Barclays Bank PLC, as Fiscal Agent for the Jugobanka United Bank in respect of the Notes and Coupons, that in satisfaction of the obligations imposed by Condition 6 (a) of the Terms and Conditions applicable to the Notes, the Notes of US\$100,000 prefix "A" and Notes of US\$10,000 prefix "B" each bearing the serial numbers listed below have been drawn in manner approved by the Fiscal Agent for redemption on 30th May 1985 at their principal amount.

Notes of US\$100,000 each:

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
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INTERNATIONAL COMPANIES and FINANCE

N. AMERICAN QUARTERLY RESULTS

AMSTERDAM-BOSCH Largest U.S. brewer			
First quarter	1985	1984	
Revenue	1,840m	1,470m	
Net profit	80.5m	77.7m	
Net per share	1.73	1.46	
AVNET Electronic components, electronic sectors			
Third quarter	1984-85	1983-84	
Revenue	362.5m	427.5m	
Net profit	0.7m	22.9m	
Net per share	0.27	0.84	
BALLY MANUFACTURING Gaming eqpt., hotels and casinos			
First quarter	1985	1984	
Revenue	263.7m	272.7m	
Net profit	4.7m	30.0m	
Net per share	0.13	0.71	
BAXTER INTERNATIONAL Medical & nursing services			
Six months	1984-85	1983-84	
Revenue	528.5m	497.5m	
Net profit	35.7m	27m	
Net per share	0.55	0.36	
BP CANADA Energy			
First quarter	1985	1984	
Revenue	67.7m	65.2m	
Net profit	13.4m	15.1m	
Net per share	0.52	0.51	
CANTOR-FINKE Waste disposal			
Second quarter	1984-85	1983-84	
Revenue	259.5m	251.0m	
Net profit	32.5m	14.5m	
Net per share	0.69	0.50	
CANTOR-FINKE Marine, recreational products			
First quarter	1985	1984	
Revenue	383.4m	377.5m	
Net profit	23.2m	22m	
Net per share	1.08	1.00	
CANADA DEVELOPMENT Investment holding			
First quarter	1985	1984	
Revenue	1,090m	1,101m	
Net profit	13.1m	1.4m	
Net per share	0.04	0.03	
CENTRA Telephone, electric utilities			
First quarter	1985	1984	
Revenue	326.7m	334.5m	
Net profit	25.1m	25.1m	
Net per share	1.13	1.04	
CONTINENTAL AIR Passenger carrier			
First quarter	1985	1984	
Revenue	363.1m	217.7m	
Net profit	15.1m	14.5m	
Net per share	0.58	0.58	
D & G Electronic equipment			
First quarter	1985	1984	
Revenue	273.5m	246.5m	
Net profit	12.5m	12.5m	
Net per share	0.47	0.46	
EAGLESTAR Marine refines, minerals			
First quarter	1985	1984	
Revenue	575.2m	642.7m	
Net profit	11.7m	115.5m	
Net per share	0.44	1.05	
ECONOMY Pharmaceuticals			
First quarter	1985	1984	
Revenue	189m	189m	
Net profit	5.1m	7.5m	
Net per share	0.21	0.27	
GEMINTECH Biotechnology			
First quarter	1985	1984	
Revenue	29.2m	15.3m	
Net profit	15.0m	20.0m	
Net per share	0.55	0.63	
GULF CANADA Petroleum refining			
First quarter	1985	1984	
Revenue	127.0m	73.5m	
Net profit	0.7m	0.3m	
Net per share	0.45	0.32	
HARRIS BRADLEY Toys and games			
First quarter	1985	1984	
Revenue	235.8m	235.8m	
Net profit	16.8m	5.0m	
Net per share	0.53	0.29	
HOOPER Household appliances			
First quarter	1985	1984	
Revenue	166.7m	135.1m	
Net profit	11.1m	11.1m	
Net per share	0.50	0.36	
INGERSOLL-RAND Air compressors, industrial eqpt.			
First quarter	1985	1984	
Revenue	81.2m	57.5m	
Net profit	14.2m	7.4m	
Net per share	0.68	0.30	
KELLOGG Ready-to-eat cereals			
First quarter	1985	1984	
Revenue	705.5m	647.1m	
Net profit	71.1m	68.8m	
Net per share	1.15	0.91	
LEAR SEATBELT Aerospace, industrial products			
Third quarter	1984-85	1983-84	
Revenue	81.5m	52.5m	
Net profit	24.7m	31.8m	
Net per share	1.35	1.40	
MAGNACOR Publishing, broadcasting			
First quarter	1985	1984	
Revenue	224.5m	204.5m	
Net profit	5.7m	7.3m	
Net per share	0.27	0.31	
MIL INDUSTRIES Oil services, chemicals, metals			
First quarter	1985	1984	
Revenue	327.4m	315.2m	
Net profit	4.4m	12.0m	
Net per share	0.05	0.15	
OCEAN DRILLING & EXPLORATION Oil & gas			
First quarter	1985	1984	
Revenue	167.5m	185.5m	
Net profit	13m	23.2m	
Net per share	0.25	0.45	
ODDER CORPORATION Diversified services			
First quarter	1985	1984	
Revenue	874.2m	828.5m	
Net profit	12.5m	11.7m	
Net per share	0.23	0.21	
PERKINS Natural resources			
First quarter	1985	1984	
Revenue	57.5m	68.5m	
Net profit	57.4m	65.2m	
Net per share	1.20	1.25	
PITNEY BOWES Printing systems, word processors			
First quarter	1985	1984	
Revenue	413.7m	421.3m	
Net profit	31.6m	28.8m	
Net per share	0.80	0.75	
POLAROID Instant photography			
First quarter	1985	1984	
Revenue	291.7m	258.3m	
Net profit	73.5m	4.0m	
Net per share	10.45	0.21	
QUAKER OATS Foods, toys and mail order			
Third quarter	1984-85	1983-84	
Revenue	620.5m	587.7m	
Net profit	36.4m	28.5m	
Net per share	0.86	0.64	
SOMAT Gas transmission, oilfield eqpt.			
First quarter	1985	1984	
Revenue	848.8m	845.5m	
Net profit	45.3m	8.4m	
Net per share	1.22	0.28	
SOUND Drugs, cosmetics			
First quarter	1985	1984	
Revenue	451.5m	438.8m	
Net profit	42.3m	35.5m	
Net per share	0.79	0.68	
TEXAS EASTERN Gas pipelines, oil			
First quarter	1985	1984	
Revenue	1,325m	1,408m	
Net profit	44.5m	82.2m	
Net per share	0.85	1.13	
TEXAS UTILITIES Electric utility			
First quarter	1985	1984	
Revenue	907.2m	836.5m	
Net profit	116.5m	105.5m	
Net per share	0.90	0.84	
TEKTRON Aerospace, electronics			
First quarter	1985	1984	
Revenue	90.4m	90.4m	
Net profit	1.8m	35.5m	
Net per share	1.35	0.72	
TIGER INTERNATIONAL Air freight			
First quarter	1985	1984	
Revenue	27m	27.5m	
Net profit	4.7m	7m	
Net per share	0.21	0.24	
TIMES MIRROR Newspapers, forest products			
First quarter	1985	1984	
Revenue	771.1m	836.5m	
Net profit	77.1m	25.7m	
Net per share	10.32	0.48	
UNITED & A Property/casualty insurance			
First quarter	1985	1984	
Revenue	771.1m	836.5m	
Net profit	77.1m	25.7m	
Net per share	10.32	0.48	
VARIAN ASSOCIATES High tech products			
Second quarter	1984-85	1983-84	
Revenue	246.4m	228.3m	
Net profit	12.5m	15.3m	
Net per share	0.55	0.71	
WASHINGTON POST Newspapers, magazines			
First quarter	1985	1984	
Revenue	263.2m	276.5m	
Net profit	24.5m	5.1m	
Net per share	1.78	0.54	
WASTE MANAGEMENT Waste disposal			
First quarter	1985	1984	
Revenue	373.5m	373.5m	
Net profit	38.8m	31.5m	
Net per share	0.79	0.68	

New chief leads an abrupt change. Kenneth Gooding reports

Garuzzo steers Iveco to recovery

THE ABRUPT change of direction by Iveco, the Fiat-owned group which is Western Europe's second-largest heavy truck producer, seems to be having the desired effect.

The company has operated profitably so far this year, and in 1985 expects to produce about 100,000 vehicles, well above break-even level.

According to Sig Giorgio Garuzzo, the managing director that break-even point has been reduced from an annual output of 120,000 five years ago to about 90,000 vehicles.

Sig Garuzzo moved into the driving seat in May last year. His predecessor, Sig Giorgio Manina, for three years had attempted to get Iveco back to profit by going for growth—boosting its share of world truck markets and European markets in particular.

When it became apparent this strategy was doomed to failure, Sig Garuzzo was brought in to cut costs in all areas to bring down the level of output at which Iveco breaks even.

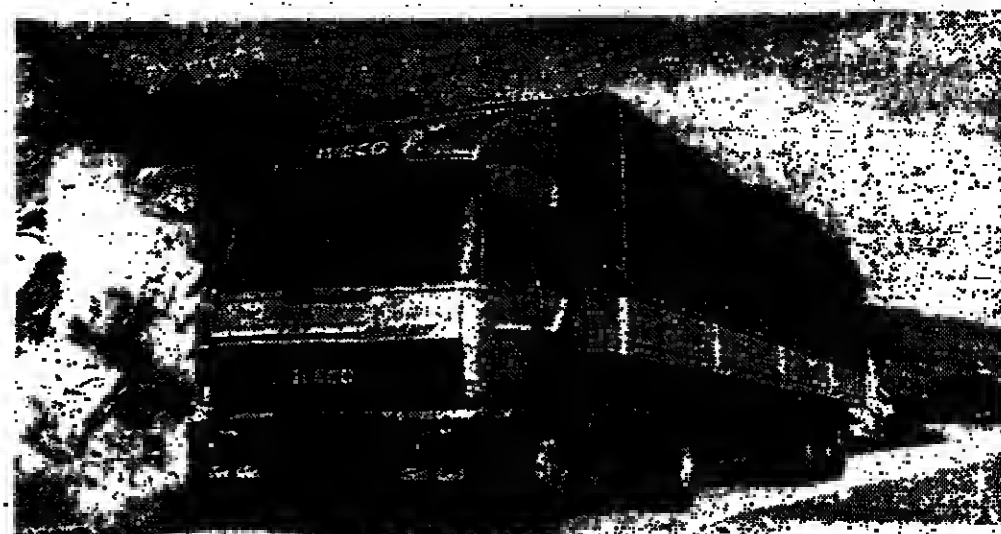
Output was 83,000 vehicles in 1984 and Iveco did better at the operating level. But the financial results were hit by the one-off cost of the closure of the Fiat-Ford joint venture plant in Trapani in France and the 1,250 redundancies involved.

As a result, says Sig Garuzzo, Iveco's loss for 1984 was larger than the £1 233m (\$65.6m) suffered in 1983. Full details of the financial results from the Amsterdam-registered company will be released in a month or so.

Iveco closed a bus plant at Mainz in West Germany with 1,400 jobs losses and, with other measures, the workforce has been reduced from 48,000 in 1981 to 35,000. Of that total, 22,000 are in Italy, 6,000 in West Germany and 3,500 in France.

This will give some comfort to employees at the bus plant at Fourcambault, near Lyons in France which has seemed threatened by closure. The European bus business, in a poor state and Iveco is not the only producer to feel the pinch. About 20 employees are laid off at Iveco's bus factory in Valle Uffita, Italy.

Iveco was formed in 1975 and has been engaged in a claims vehicle interests of Fiat—including Lancia and OM in



Italy and Unic in France—with those of Magirus in West Germany.

This gave the group three "markets". But the recent closures have caused considerable concern outside Italy and Iveco has constantly had to reassure employees it remains committed to production in France and Germany, as well as Italy.

For example, Iveco balanced the news of the Trapani plant closure with an announcement that it would spend FF 300m (\$51.5m) at the Bourdon Lancy factory where 20,000 diesel engines a year are built.

Iveco is one of the world's major diesel engine producers with a total output of just under 250,000 last year (and a forecast production of just over 250,000 for 1985), mainly from the Sofim plant at Foggia in Southern Italy.

Diesels accounted for 20 per cent of Iveco's turnover of £4,522bn (\$2,261bn), up from £4,466bn in 1983.

Iveco's total capital investment last year, £1,040bn, will increase in 1985 by about 10 per cent, says Sig Garuzzo. There will be a similar rise in the research and development expenditure: £159bn in 1984.

He insists that Iveco remains committed to being a full-line truck producer with a range from three tonnes to the heaviest weights permitted on or off the road. "Iveco has done more than any other company to renew its entire range in recent times," he claims.

"We are one of the few companies in the world to offer a

comprehensive range to cover every sector of the commercial vehicle market. We can also satisfy the specific requirements of a vast number of countries in both industrialised and developing areas."

In 1984 improvements were made to the heavyweight "T" truck range, and Iveco's new truck, the TurboStar, was launched.

Output of the TurboStar was forecast to be 15 a day this year. But Iveco is producing 25 a day and the demand is for 30, Sig Garuzzo says there are orders for 5,500 on the books and half the orders so far have been from customers who have not bought Iveco vehicles before.

This year, Iveco launched a new heavy truck, the S range. It is a 32-tonne truck, the first 2445 cc, high-speed, turbo-charged, direct-injection diesel engine. The unit will power versions of the Daily and Grina vans.

Sig Garuzzo maintains that Iveco's vans can take on the best in the world and points as proof to the fact that his company has just won a hard-fought battle for a major licensing deal with China. Under the terms of the contract, the Chinese will produce 60,000 Iveco vans and 80,000 diesel engines a year.

However, competitors believe that the deal was clinched in Iveco's favour by the Italian Government's willingness to provide China with "soft" credit of £100m for production equipment from Italian suppliers.

Iveco continues to spend heavily to improve its position in the European market where last year its share of the over 3-tonne truck sector fell from 16 per cent to 15.5 per cent—mainly because of setbacks in France. The fall in sales in France had nothing to do with any reaction to the closure of Trapani but was because we refused to join in the discount war there," maintains Sig Garuzzo.

Iveco has set up a special heavy vehicle services network on the major European routes with 250 points.

Two years ago, the company launched into the heavily-guarded Spanish truck market. It sold 400 vehicles in the first 12 months and last year sales reached 1,200. "The financial results are equally satisfying in spite of the tariff barriers," comments Sig Garuzzo.

Iveco remains relatively modest in its ambitions for the U.S., the world's largest truck market. After a number of false starts it is now selling versions of its Z range heavy vans with diesel engines in the States. Last year, as demand for trucks rose by 24 per cent to 3,200 and are forecast to go up to 4,000 in 1985.

However, Sig Garuzzo Boschetti, the commercial director in charge of the U.S. venture, says Iveco has no intention of extending the range of vehicles offered in the U.S. The market niche in which the vans are placed is so small that it is unlikely Iveco would ever need an assembly plant in the States, he adds.

FT COMMERCIAL LAW REPORT

Surgeon rejects repudiated contract

BLISS v SOUTH EAST THAMES HEALTH AUTHORITY
Court of Appeal: (Lord Justice Cumming-Bruce, Lord Justice Dillon and Mrs Justice Heilbrunn): April 24 1985

AN EMPLOYER who requires an employee to undergo psychiatric examination without reasonable cause and suspends him on his refusal, commits a breach of the contract of employment so fundamental as to amount to repudiation; and if it later drops the requirement and lifts the suspension, giving the employee extended time to decide whether to return to work, his continued acceptance of salary does not preclude him from eventually deciding to reject the contract and seek damages for repudiation.

The Court of Appeal so held when allowing an appeal by Mr Anthony Bliss, an orthopaedic surgeon, from a decision of Mr Justice Farquharson (FT December 1 1983). The judge had held that though Mr Bliss's contract of employment was repudiated by his employer, the South Thames Health Authority, he had later accepted the contract by his conduct and was no longer entitled to treat it as at an end.

LORD JUSTICE DILLON said that Mr Bliss was appointed consultant orthopaedic surgeon at Medway Hospital in 1970. He was a man of great professional skill.

A few years later a Mr Hay was also appointed. He and Mr Bliss had been friends but by the summer of 1979 the relationship between them was appalling.

One factor which played a major part in the deterioration of their relationship was that Mr Hay brought an affidavit in support of Mr Bliss's wife on the breakdown of his first marriage.

By 1979 Mr Bliss was generally regarded in the hospital as a difficult colleague. In the summer of that year he was offered a six-month appointment in Australia. He was granted leave and left in October. Before he left he appointed a locum to do his consultancy work.

Two more major disputes broke out between him and Mr Hay, one just before and the other just after his departure.

The first concerned the appointment of another orthopaedic consultant. It was customary that the senior consultant should sit on the interviewing committee. Mr Hay proposed that he and Mr Bliss should sit on it, and his proposal was endorsed. Mr Bliss was very angry.

The other dispute concerned a weekly children's orthopaedic clinic which had been one of Mr Bliss's special interests at the hospital. He had arranged that his locum would sit on it, and his proposal was endorsed. Within a couple of days of his departure Mr Hay took over the clinic and

directed the locum to devote himself to patients who were no concern of Mr Bliss's.

There followed a stream of very angry letters from Mr Bliss in Australia.

Although at times Mr Hay wrote apparently conciliatory letters to Mr Bliss, he went behind his back and wrote to the Regional Medical Officer (RMO) stating that Mr Bliss's condition "causes us to seriously doubt the balance of his mind."

His wife, a consultant psychiatrist, wrote to a member of the district management team describing Mr Bliss as a "paranoid personality" and expressing doubt as to the balance of his mind.

The hospital had adopted proposals set out in a National Health circular issued by the Ministry of Health in May 1980, December 1 1981.

The circular was an attempt to deal with the problem that a doctor or surgeon might, through physical or mental disability, become unfit to treat patients.

It proposed that each hospital should have a committee of three, known as the "Three Wise Men," to receive in confidence and take appropriate action on any report of incapacity of medical staff.

Against the background of the Australian correspondence, the Three Wise Men were called into action. They had a meeting on March 13 1980, and on March 20 the RMO spoke to two of them. He later made a file note that the Three Wise Men had met and felt there was a risk to patients as a result of Mr Bliss's behaviour.

He envisaged the possibility of getting an independent psychiatric report on Mr Bliss's condition. The actual report of the Three Wise Men, issued on

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A new Storage Tek is about to emerge. That's not just something we're announcing...it's something we've spent many months building and strengthening. With increased sales and cash reserves...new products that extend our string of high performance "firsts"...a broadened base of customers...new management and renewed commitment...superior field support...and a relentless demand for quality performance in every dimension of our operations.

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We're cash positive (more than \$80 million on hand) and we're building our cash surplus daily. We're running the business normally...paying for what we need out of what we make. We're keeping our people...keeping them in place and keeping their optimism high. Storage Tek employees now have more opportunities for advancement and growth than at any time in the past two years. We're building the products that will rebuild a company. In tape, disk, solid state and printers, we're offering products that will compete as hard as we do. Quality Control — at every stage of product development, installation and field support — is not just a byword, it's an around-the-clock business culture.

What others are still designing...we're delivering!

The story of Storage Tek has a lot of number one's...industry "firsts" that were pioneered at Storage Tek. We were first with "dual porting." We were the leader in thin film head technology and solid state technology. We were first with successful cache architecture and with a vast spectrum of high performance disk features. Our string of firsts is a string worth continuing. And, as you're about to read, that's exactly what we've done...with a dual capacity drive that's field upgradeable from our current 8380 drive.

The 8380E. A field-upgradeable, dual capacity disk drive that answers IBM...and the needs of the marketplace.

We may have been quiet recently, but we haven't been idle. In fact, we've spent the past months designing a number of products which will increase your capacity, productivity and profitability. Our 8380E is the product of the same skilled minds and hands that have produced performance breakthroughs for more than a decade. The 8380E is a field-upgradeable extension of our highly successful 8380 drive. It allows every customer who currently owns 8380s to double his capacity without moving into more floor space...or moving out a single drive. The upgrade is made onsite, on hardware our customers already own. For prospective new customers, the easy extension to double capacity is a powerful reason to purchase 8380s in 1985. The 8380E uses the very latest developments in thin film head technology to provide significant savings in floor space, power and air conditioning on a per megabyte basis. It is a product equal to the industry's future...and ours.

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Our printers — both impact and non-impact — continue to be the finest technology can produce. These are products that exist — not on our drawing boards, but on our loading docks. The same is true in the advanced area of solid state storage products.

And that's still just the beginning. Our OEM division has the highest first-quarter revenues in its history; and, throughout our entire end-user division, product strategies have been redirected to meet the clear needs of what continues to be our primary market...the world's largest industrial, financial and governmental DP users.

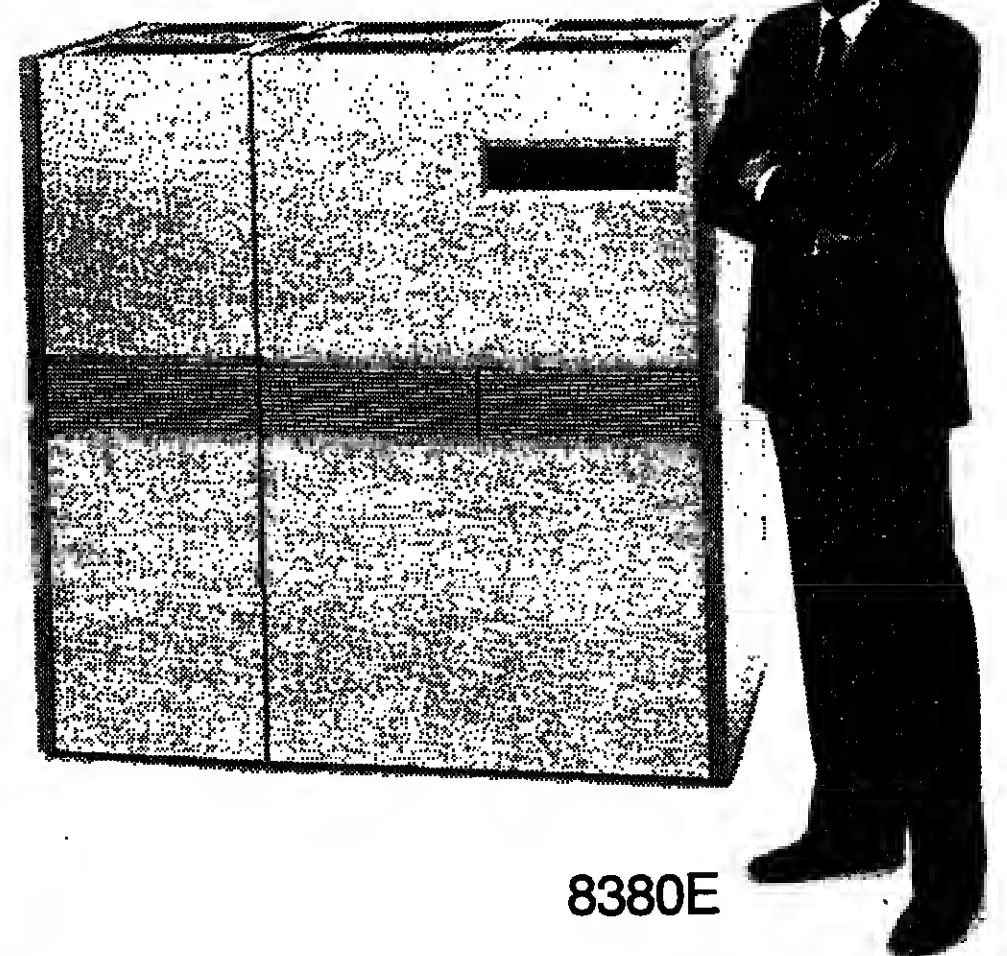
The leader in almost every category of subsystem performance, now leads in something else: the commitment to customer satisfaction.

Building a better Storage Tek means building a better storage technology...and standing behind everything that we build. Our field support teams are as strong as they've ever been. But beyond that, we've initiated policies to protect every step of every investment you make with us. If you haven't asked us recently about "customer satisfaction"...ask today.

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UK COMPANY NEWS

Tarmac beats City estimates with £20m rise

A SURGE of £20m to £109.6m in pre-tax profits for 1984 is reported by Tarmac. The dividend is lifted from 13.6p to 16p net and there is to be a 1-for-1 scrip issue.

The figures are better than the City estimates. Analysts were looking for a profit rise to some £108m at the top end, and a dividend of, perhaps, 15p. This final now announced is 12p.

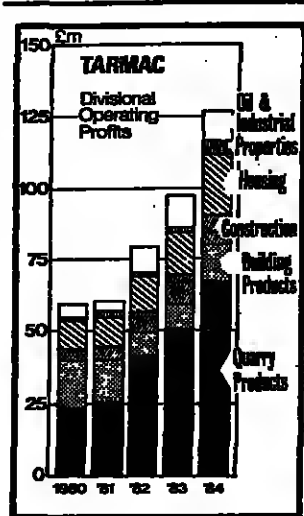
As expected, the biggest growth in profit came from the quarry products side, where the operating balance rose by £16.4m to £67m.

Chairman Mr Eric Pountain says that while a significant part of the heavy acquisition programme in that division, of equal importance has been the organic expansion of other sectors, particularly housing (where profits rose 51 per cent) and construction.

On the current year, he says the group is looking to it as one of further progress. Exceptionally bad weather in January and February meant a slow start, but "order books in the quarry products and construction divisions are encouraging, as are sales of new houses in the housing division."

Recent acquisitions in the U.S. have started the year well, the chairman tells shareholders.

In 1984 group turnover expanded from £1.16bn to £1.32bn, and the operating profit moved ahead from £95.6m to £123.6m. Divisional contributions were quarry products £49.8m (£41.2m) and 56m (£50.6m),



Mr Eric Pountain, chairman of Tarmac

building products £18.4m (£19.7m) and £12.5m (£9.2m), construction £31.2m (£30.1m), housing £21.3m (£17.6m) and £24.1m (£16m), properties £36.4m (£19.2m) and £2.7m (£1.7m), oil and industrial £70.6m (£53.2m) and £11.3m (£11.6m), less central costs £3.1m (£2.1m).

Interest charges showed a heavy increase, from £6m to £14.2m. After much heavier tax £38.2m (£34.2m) and same again minorities £300,000, the net profit comes out at £70.6m (£54.6m) for earnings of 51.6p

(48.5p) per share. On top of this there are extraordinary losses and provisions for losses on closures and rationalisation of £4.5m (£4m). Dividends absorb £24m (£18.5m). The year was "very active" on the development front. Capital expenditure amounted to £229m of which some £150m related to corporate and asset acquisitions. These included the clay brick company, Westbrick; the concrete products activities of RBS Brooklyn and Francis Parker, the ready-mixed concrete, block making and quarrying

assets of Lone Star Industries in Florida; four further quarrying and ready-mixed concrete companies in Texas; a 0.25 per cent interest in the BP Forties field; the industrial door company, Bolton Gate; and the off-shore project management company Pasco Engineering.

Mr Pountain says in quarry products several strategic acquisitions were made in the UK and more particularly, in the U.S. The UK purchase took the division into brick manufacture for the first time, strengthened its position in building blocks

and added to its mineral resources.

Acquisitions in America made the division a significant quarry company in Florida and Texas for the first time. The Lone Star assets made no contribution to results in 1984 but are expected to make a "significant contribution" from 1985 on. The South African activities improved on last year's profit in spite of the depressed economic conditions.

The building products division's manufacturing companies (roofing felt, mastic asphalt and insulation) had a good year. Bolton Gate made a significant contribution, and the roofing and cladding contractor, Briggs Amasco, had an excellent year. The contracting company in France, SPAPA, performed poorly and a major restructuring has been carried out.

Several important contracts were won by the construction division in the UK and overseas, against heavy competition. In housing more than 7,100 new homes were sold during the year, compared with 6,200. The division anticipates further growth in 1985. The properties side experienced better market conditions.

The oil and industrial division benefited from a full year's contribution from its interest in Forties. The operating profit was, however, adversely affected by the dollar exchange rate, which reduced the contribution from the two refineries. The foundry businesses again performed well.

See Lex

PSM beats prospectus forecast with £2.6m

PSM International, one of last year's newcomers to the Stock Exchange, yesterday unveiled better than forecast tax-adjusted profits of £2.55m for 1984 with the UK manufacturing side of the business more than doubling its contribution to £1.23m.

And Mr J. M. Tildesley, the chairman and managing director of this industrial fastener manufacturer, commenting on prospects says that "trading in the first three months has been encouraging in most sectors, but the group's activities."

"The volume of UK production and sales are at budgeted levels," he says and adds that "we are particularly pleased with the performance in continental Europe where growth expectations are being exceeded."

The results for 1984 compare well with 1983's £1.06m and last November's prospectus forecast of £2.4m. As promised the single final dividend is 3.15p, covered more than 100 per cent by stated earnings per share of 14.5p.

Mr Tildesley says that the group is examining a number of expansion opportunities to further strengthen the manufacturing and distribution base.

Turnover in 1984 totalled £14.13m, against £11.5m, with £5.9m (£5.56m) attributable to UK Manufacturing. UK distribution accounted for £4.19m (£3.26m) and produced profits of £336,000 (£483,000), while overseas turnover came to £4.1m (£2.33m) and profits £391,000 (£206,000).

Group trading profits were more than doubled at £2.48m (£894,000)—the taxable result included a £68,000 (£77,000) share of related company results. The tax charge was £1m (£409,000), leaving a net balance of £1.48m (£485,000). Dividends will account for £140,000.

comment

PSM has had a bumper year. Margins have more than doubled in last year's start-up costs in the UK manufacturing division have been absorbed, and as the distribution network, on which margins can be very large indeed, has been expanded, further growth in profits will now have to come via a higher turnover, with an increasing amount to that from overseas. In the current year, PSM has been feeling the pinch both from the decline in the personal computer market, and from the slowdown in the U.S. economy. However, with 11,000 customers placed in different industries, the world (the largest account is IBM which represents only 2 per cent of turnover) PSM should not suffer unduly. There is still a huge market abroad for specialist fasteners, and PSM should be able to increase its share via a planned £80,000 overseas expansion this year, which includes a £100,000 venture in Japan. Gearing, which is now around 17 per cent should present no problem, and is expected to be at the same level at year end. Assuming profits of £3.1m for 1984 the shares at 179p are trading on an undemanding earnings multiple of 12 given a 40 per cent tax charge.

Wm. Jacks

Pre-tax profits of William Jacks, overseas trader, motor car distributor and retailer, rose to £413,000 for the year ended January 31 1985, compared with £350,000 for the previous 13 months. Earnings per share were 3.59p against 3.06p and the dividend is stepped up from 0.7p to 1p net with a final payment of 0.5p.

Within the UK there was a significant advance in financial performance, directors say, and with the benefit of last year's rights issue, the balance sheet was much enhanced.

Aaronson Bros.

Aaronson Bros. rights issue of 7.02m new ordinary shares has been taken up in respect of 95.58 per cent. The balance has been sold in the market and excess over subscription price of approximately £8.42p per share will be distributed pro rata among provisional allottees whose rights have not been taken up.

Glass Glover

Glass Glover Group's rights issue of 3.23m shares at 250p has been accepted in respect of 97.97m shares (£2.12m).

BOARD MEETINGS

The following companies have notified dates of board meetings to the Stock Exchange. Such meetings are usually held for the purpose of considering dividends. Official indications are not available as to whether the dividends are interim or final. The sub-divisions shown below are based mainly on last year's timetable.

INTERIM DATES

ADDITIONAL DATES

ADDITIONAL DATES

ADDITIONAL DATES

ADDITIONAL DATES

ADDITIONAL DATES

ADDITIONAL DATES

ADDITIONAL DATES

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ADDITIONAL DATES

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ADDITIONAL DATES

Strong recovery lifts Ropner to a record £7.97m

ALL TRADING operations of Ropner improved their returns during 1984 and enabled the group to lift its profits before tax from a depressed £3.39m to a record £7.97m.

Group turnover rose by some £18m to £55.12m. Shareholders benefit from the better results by way of an increased final dividend of 4p (£2.75p), which raises the total by 1.75p to 6.25p net per 25p share.

The engineering activities pushed their profits contribution up by £1.22m to £3.42m and the garden products side improved by a like amount, rising from £1.44m to £2.73m. Elsewhere, insurance broking advanced to £402,000 (£145,000), property development to £1.62m (£68,000), and shipping to £1.57m (£42,000). Investment income not directly related to trading activities fell from £241,000 to £441,000.

Pre-tax profits were struck after deducting similar interest charges of £2.22m (£2.26m). Tax accounted for £3.43m (£1.65m) and minorities for £182,000 (£28,000).

Attributable profits came through some £2.06m down to £4.35m, although figures for the previous year took in extraordinary credits of £4.7m.

Earnings per share rose from 5.9p to 17.7p. No dividend was paid.

The engineering companies generally had a good year. Airtex especially so where the areas in the 1983 Tarmag programme were recovered and stage 11 of this project, which was awarded during the year, was commenced.

Contracts for the supply of electronic naval communications equipment continued. Airtex finished the year with high order books.

Hazelock-ASL achieved a pre-increase of 90 per cent over 1983. Prospects for 1985 are described as "excellent."

comment

Although Ropner shares have doubled in the past year, the City was rather surprised by yesterday's news of a 135 per cent pre-tax profits increase and the non-voting A shares jumped 17p to 185p, after touching 160p. It seems that while the strong increase in garden products profits was expected in the wake of the ASL acquisition in 1983, the market was surprised by the size of the increase in engineering and property profits, both of which tend to be rather lumpy. Engineering is dependent on defence work and suffered in the previous year from payment delays; property saw the completion of several important projects. Much more modest progress is expected this year, since property is unlikely to have another bumper crop of completions although engineering and garden products are both flush with orders. However, the group should reach £3.5m, which, on a 40 per cent tax charge, puts the shares on a multiple of just under 9. This is high enough given the group's continuing commitment to shipping—its make losses, and charter contracts that their A shares begin to run out in 1986. At that stage the controlling Ropner family will have to think very hard about the possibility of running down the business on which the group was originally founded.

DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Corresponding dividend	Total for year	Total last year
Allebone & Sons	1.25	June 4	1.5	1.5	1
Cosalt	0.75	Sept 5	0.25	0.75	0.75
Farrell	1	July 1	0.25	1.25	1.25
J. J. & D. Frost	2	July 3	1.3	3.5	2.3
Marsons	0.77	July 2	0.56	1.16	0.84
Wm Jacks	0.51	July 29	0.35	1	0.71
N Atlantic Sea	1	June 21	1	2	3.2
PSM International	3.15	June 17	0.25	3.15	3.15
Rapbeek	0.25	July 1	0.51	0.25	0.51
Roberts Adlard	4	—	4	6	6
Ropner	—	—	2.75	6.25	4.5
Rush & Tompkins	5.65	—	5.25	7.65	7.25
Tarmac	12	July 4	1.75	16	13.8
Windsor Securities	0.55	June 21	0.5	1.05	1.05

Dividends shown pence per share net except where otherwise stated.

* Equivalent after allowing for scrip issue. † On capital increased by rights and/or acquisition issues. ‡ USM stock.

§ Quoted stock. ¶ For 39 weeks. || For 13 months.

WORDPLEX Information Systems PLC

Summary of results for the year-ended 31st December 1984

■ satisfactory performance in a difficult environment

■ positive market reaction to new products

■ future viewed with cautious optimism

	1984 £000s	1983 £000s
Turnover	42,783	31,965
Profit before Taxation	2,241	1,334
Taxation	163	147
Profit after Taxation	2,078	1,187
Extraordinary loss	394	—
Profit attributable to shareholders	1,684	1,187
Earnings per share	23.4p	19.7p
Dividend per share	1.8p	—

To obtain a copy of the forthcoming Annual Report and Accounts, please write to the Company Secretary, Wordplex Information Systems PLC, Marlow Place, Station Road, Marlow, Bucks SL7 1NB, or telephone (06284) 74814.

This advertisement is issued in compliance with the requirements of the Council of the Stock Exchange.

In connection with the recommended offers by J. HENRY SCHRODER WAGG & CO. LIMITED on behalf of WILLIAMS HOLDINGS PLC

(Incorporated in England) ("The Company")

for the whole of the issued ordinary and preference share capital of J. & H. B. JACKSON p.l.c., application has been made to the Council of the Stock Exchange for the following shares of the Company to be admitted to the Official List—

Up to 9,881,125 5 per cent. cumulative convertible redeemable preference shares of £1 each. Up to 1,206,384 10 1/2 per cent. cumulative preference shares of £1 each.

Listing particulars in respect of the Company are available in the statistical services of Erel Statistical Services Limited. Copies may be obtained during normal business hours until 3rd May 1985 from the Company Announcements Office, The Stock Exchange, Threadneedle Street, London, EC2P 2BT, and until 15th May 1985 from—

Williams Holdings PLC J. Henry Schrodler & Co. Limited Pennell Kew-Foster
Dreadnought House 220 Cheapside 75A, Andrew's Crescent
Whitcomb Street London EC3V 6DS Cardiff CF1 3PD
Newcastle 100-101
Gwent NP23 3BY

1st May 1985

Money is our business

When Union Discount was formed in 1885, it was a pretty cosy world. Queen Victoria was on the Throne, the Empire was still expanding, the industrial revolution had made Britain the world's greatest power—and the pound was worth five dollars.

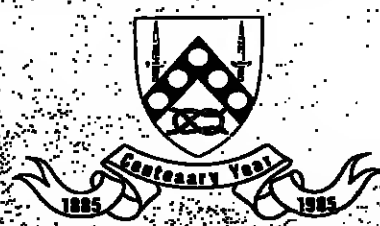
We don't need to remind you how things have changed.

But we do want to remind you of the reasons why we are still leaders in the money markets—and stronger than ever because of our ability, developed over a century, to

adapt and be flexible, to react very fast to circumstances.

Radical changes are taking place again in the City of London and that is why we are applying to become a primary dealer in our own right on the new gilt-edged market.

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The Union Discount Company of London, p.l.c.

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13 Charlotte Square, Edinburgh EH2 4DJ. Telephone: 031-226 3535.

LADBROKE INDEX
967-871 (+49)
Based on FT Index
Tel: 01-427 4411
9 pm. Closing 23/4/85

UK COMPANY NEWS

Co-op ponders next Ingall move

The Greater Midlands Co-operative Society, caught off balance by the House of Fraser's surprise £9.6m agreed bid for Ingall Industries, was yesterday considering whether to pursue its takeover bid for the Wolverhampton-based funeral director.

"It's a fairly full price," said Mr. Ronnie McMaster at the Manchester Exchange Trust, merchant bank advisers to the Co-op. "It would be difficult for the executives to justify that price to the Co-op board."

Ingall shares jumped 20p to 105p on news of the bid terms released after the market closed on Monday. House of Fraser is offering 105p in cash for every

Ingall share, compared to the Co-op's bid of 80p.

Mr. McMaster has written to Ingall requesting information on current year profit forecasts, level of borrowings and asset valuation before it decides on its next move.

Al-Fayed Investment Trust has now received acceptance in its £115m takeover of House of Fraser covering about 88 per cent of ordinary shares.

However, investors are still proving slow in accepting the offer for their preference shares.

Kleinwort Benson, the Trust's advisor, said yesterday that acceptances had now been received for 71.6 per cent of 3.15 per cent preference shares, for

66.9 per cent of the 5.25 per cent preference shares and for 36.2 per cent of the 3.35 per cent preference shares.

The Al-Fayed's preference offer, open since March 23, has been further extended to May 13. The offer for ordinary shares remains open ended.

The Trust has yet to decide whether to acquire compulsorily the remaining ordinary shares in Fraser when acceptances reach a level allowing it to do so. The level that triggers this is normally 90 per cent of issued ordinary shares, though in the case of House of Fraser the freezing of some 2m shares by a legal dispute means the level is nearer 95 per cent.

"MUSCLE HELPS"

That is the crisp summation of Mr. Derek Newton, chairman of C. E. Heath, the insurance broker, for the reasons behind his group's current merger talks with rival Hogg Robinson Group. He has headed Heath for about 15 months and in that time has concluded that big insurance brokers are getting bigger, medium sized insurance brokers are an endangered species, and small brokers are becoming more and more specialist. So for the last four or five months, Heath, which ranks fifth in terms of revenue size among UK brokers, has been in talks with Hogg Robinson, which ranks sixth.

For about the last seven years a commercial game of leapfrog has been taking place in the international insurance broking community. A series of realignments among large groups started in the late 1970s, which were largely triggered by the ambitions of U.S. brokers.

American brokers started looking beyond their own market in aggressive fashion towards the end of the 1970s. Their international drive was stimulated by a number of factors.

Falling U.S. stock market values in the early 1970s eroded reserves. U.S. insurance companies, which looked to protect themselves by reinsuring—laying off risks with concerns such as Lloyd's.

In seeking to use the Lloyd's market to place business, U.S. brokers had to channel business through approved Lloyd's brokers. The Lloyd's brokers earned large amounts of commission, not only placing business in the Lloyd's market but also arranging reinsurance protection for Lloyd's underwriters on the U.S. business which had been produced in the first instance by U.S. brokers.

The U.S. brokers saw how much more commission was being earned by UK brokers on business generated by them and decided to move in on the action.

John Moore examines the talks between C. E. Heath and Hogg Robinson

A mixture of defence and consolidation



Mr. Derek Newton

Moreover, they needed access to extensive international networks of brokers to demonstrate to multinational clients that they could service large accounts and also had the placing clout in world insurance markets.

For these reasons a series of mergers and acquisitions took place designed to provide existing brokers with a "full service" image which would impress clients and secure business. At the same time, UK brokers were closer involvement in the U.S. market through link-ups in order to have a presence to protect American accounts in increasingly competitive markets.

Against this background, the latest talks between Heath and Hogg Robinson are taking place in what could be the most significant domestic merger in UK since Sedgwick, Forbes and Blend Payne came together in 1979.

"It is not the sort of merger where you throw your hat in the air and say this is a magic merger," said Mr. Philip Olsen, an insurance analyst with stock

brokers Kitchat & Aitken. "Rather, it resolves a number of development problems for both groups."

Heath and Hogg Robinson are in the middle of the league in the UK in terms of revenue. Ahead of them are Sedgwick, Britain's largest independent broker, which is to merge with Fred S. James of the U.S. Willis Faber; Jardine Insurance Brokers; and Stewart Wrightson.

Both groups have not formed a really satisfactory enduring link with a major U.S. broking group. Heath has a correspondence with Republic Steel in the U.S. and has acquired Penn General Agencies, which gave it some retail broking outlets in the U.S.

For the year ending March 1984 Heath reported pre-tax profits of £19.1m and Hogg Robinson £11.1m. At the close of trading on Monday evening, when both sides made their announcement, Heath was valued at £178m on the Stock Exchange while Hogg Robinson was worth £103.7m.

Their link-up has been interpreted as a mixture of defence and consolidation with a view to maintaining a position against the growing might of the major brokers.

Heath is strong on the international scene, with a significant amount of revenue generated by wholesale or reinsurance business. Hogg has a strong UK presence and is noted for retail or direct broking operations.

Each wants more UK earnings to offset effects of volatile currency movements on its international business, while Hogg wants an international presence.

Heath, according to Mr. Newton, also wants to concentrate on building up sophisticated back-up systems and computerisation to require capital but will allow the combined

MAIN MERGERS AND TAKEOVERS

1978	Frank B. Hall (U.S.) acquires Leslie & Godwin (UK)
1979	Sedgwick Forbes (UK) merges with Bland Payne (UK)
1980	Marsb & McLennan (U.S.) acquires C.T. Bowring (UK)
	Fred S. James (U.S.) acquires control of Wigham Poland (UK)
1981	Alexander & Alexander (U.S.) acquires Alexander Howden (UK)
	Jardine Insurance Brokers (UK) acquires Bache Insurance (UK)
	Hogg Robinson (UK) acquires Penn General Agencies (U.S.)
1982	Transamerica Corporation (U.S.) acquires Fred S. James (U.S.)
	Combined International Corporation (U.S.) acquires Rollins Burdick Hunter (U.S.)
1983/84	Reed Stenhouse (Can) acquires Schiff Terhune (U.S.)
	Reed Stenhouse (Can) acquires Stenhouse Holdings (UK)
	Alexander & Alexander (U.S.) to merge with Reed Stenhouse (Can)
1985	Sedgwick Group (UK) to merge with Fred S. James (U.S.)

* Financial conglomerate. ** An insurer.

group to compete efficiently with major broking groups.

A significant part of Heath's business is generated by pure underwriting activities. Under half of operating profit last year was accounted for by broking.

It is vulnerable on the underwriting side at present and has to diversify itself, as does Hogg Robinson, of interests in its Lloyd's managing agency companies by the middle of 1987.

That is required by law. However, there are plans to nationalise workers' compensation insurance business in the State of Victoria in Australia, which again accounts for a significant part of Heath's underwriting operations.

Lloyd's underwriting agency activities contributed £3m to Hogg Robinson's profit, which will be lost in the divestment moves.

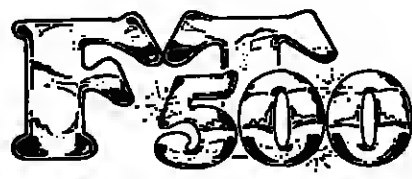
Hogg Robinson also has extensive interests in the travel

business. Its agencies are the second largest in the UK and contributed together with shipping, £35.8m to overall profits in 1983-84.

Mr. Newton and Mr. Whewey, chairman of Hogg Robinson, intend to keep the travel operations within the group although Mr. Newton hopes that there will be more "synergy" with the rest of the combined company.

For both sides, the merger talks represent a long period of various attempts to consolidate their efforts in the UK. Heath talked to Hogg Robinson around 16 years ago; Hogg has also talked to Willis Faber, while Heath has previously held various discussions with Minet Holdings.

The one thing that the merger will not give both sides is a strong U.S. link which would attract the U.S. market. "That is something we will have to think about," said Mr. Whewey.



FINANCIAL TIMES EUROPEAN TOP 500 COMPANIES SURVEY

For the third year running, Europe's biggest publicly quoted companies are ranked in the FT 500. This year will be the first occasion that addresses, telephone and telex numbers will be listed at the back of the reprinted version, price £10. Cheques should be made payable to the Financial Times and sent to:

Nicola Banham, Publicity Department, Financial Times, Bracken House, 10 Cannon Street, London EC4P 4BY

ROCKWARE

- Year of revival - turnaround of £20m.
- Borrowings reduced significantly.
- Better results from reduced industry capacity and realistic pricing.
- Opportunities to develop packaging skills.

"1984 began with new but cautious confidence - the results show the confidence was well-founded. Better results have flowed from cutbacks in excessive industry capacity, realistic pricing and glass containers increase of one per cent share of total packaging... productivity has never been higher in our factories... I believe our turnaround is significant - it points towards improving profits and indicates a new momentum in policy and management. There is no reason to think that 1985 will be any easier than 1984, but we are determined to make it more profitable."

Sir Peter Parker, Chairman

Summary of Results

	1984 £000	1983 £000
Sales	124,171	131,470
Profit (Loss) before taxation	2,735	(12,827)
Earnings (Loss) per Ordinary Share before extraordinary items	7.70p	(60.46)p

ROCKWARE GROUP plc

Copies of the 1984 Annual Report & Accounts may be obtained from The Secretary, Rockware Group plc, Riverside House, Riverside Way, Northampton NN1 5DW.

Talks in progress at Planet

BY TERRY POVEY

Planet Group, the caravan door and window manufacturer, is in talks that could result in a bid for the whole of its outstanding shares.

When Planet's shares were suspended yesterday morning at the company's own request, they were worth about £10m.

A formal announcement clarifying the position is expected at the start of trading today.

In 1984, Planet made a net loss of £410,000, compared with profits of £393,000 in the previous year.

What dragged the company into the red were the continuing losses at Luxembourg offshoot, Planet SA. In 1984 this subsidiary consumed £19,000 pre-tax, including some £280,000 within the exceptional items, plus a further £68,000 in extraordinary losses most of which arose from the writing-down of the book value of the offshoot to its expected sale price level.

The sale of Planet SA was completed yesterday - just ahead of the announcement that the parent was in talks.

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Gallaher earns record £37m in first quarter

Gallaher attained record results in the first three months of this year with pre-tax profits advancing from £36.2m to £37.5m after a more than doubled interest charge of £5.9m, reflecting both higher rates and acquisition costs.

Tobacco, the group's mainstay business, experienced a buoyant home market as a result of the trade. During the quarter, volumes ahead of the Budget.

"Export sales showed good growth," the directors state and add that overseas tobacco subsidiaries' trading profits were up by 8 per cent.

Overall, tobacco operations contributed trading profits of £26.8m compared with £24.7m.

Gallaher, which is wholly-owned by American Brands Inc of the U.S., has other interests in optics, pumps and valves, retailing, and wholesaling, office products and housewares.

The optimal side achieved

"good sales growth" with trading profits ahead by over 6 per cent to £2.4m. In engineering, an improvement from £1.5m to £1.8m was more than offset by the effects of the miners' strike and the drought in Africa on Mono Pumps.

"Excellent figures" were achieved by Forbuys which helped distribution activities record a 36 per cent rise to £1.9m. Other office products were held back by "somewhat sluggish trading conditions," with particular difficulties in Australia — profits from this division fell by £100,000 to £300,000.

Housewares, Prestige made a "sound start" to the year although demand in the UK was quiet.

Group turnover for the three months amounted to £277.5m against £273.3m. Turnover for the whole of 1984 was £2.84bn which generated pre-tax profits of £108.3m.

J. J. Frost ahead by 25% despite lease dispute

SOLID ALL-round progress has been achieved by the J. J. and D. Frost group in 1984, with turnover rising 39 per cent to £35.34m and the profit before tax increasing by 25 per cent, from £281,000 to £351,000. The group intends to build on its three successful and complementary divisions — petroleum retailing, sales promotion, and banking services.

The dividend is lifted from 2.5p to 3.5p net, the final being 2.5p.

Mr R. J. Frost, the chairman, says the progress of 1984 was "all the more remarkable" as the results include a loss of revenue in Look Service Stations (operator of leasehold sites) as a result of the lease terms dispute with Elf-Elf.

The rent review date has now arrived and the group has been advised that the lease terms should be reduced by around £1m per annum. Cost to sharing in this dispute included in the 1984 figures for the 57 months is about £250,000, and for January to March 1985 will be around £200,000 up to the review date.

During the year 13 new petroleum sites were acquired and a further 20 net acquisitions are anticipated for 1985. The chairman looks for further progress this year.

After tax £210,000 (£234,000) and minorities £175,000 (£192,000), earnings per share are shown to be ahead from 6.66p to 7.17p.

Farnell rises by 28% to over £20m

Farnell Electronics, the electronic components distributor and manufacturer of power supplies, achieved a 28 per cent increase in taxable profits from £15.7m to £20.2m in the 53 weeks to February 3 1985.

Nearly all the improvement stemmed from the electronic component distribution division which raised its contribution by £4.62m to £15.47m.

Electronic manufacturing and marketing operations returned less at £3.2m, against £3.84m, while the consumer goods distribution side contributed an unchanged £162,000 — other activities, including the parent company, added £1.47m, compared with £960,000.

Total turnover amounted to £77.82m, against £62.86m, with the net balance at £11.35m (£8.16m). After minorities and dividends the retained profit was £9.14m (£6.25m).

Tax took £3.9m (£7.63m), leaving the net balance at £11.35m (£8.16m). After minorities and dividends the retained profit was £9.14m (£6.25m).

comment

The strengths of Farnell Electronics seem to come through most in times of weak demand in the industry. In these results there is little sign that the dominant distribution business has been affected by poor demand — quite the reverse since margins, already high at 26 per cent, have climbed to 31 per cent.

The key to this success is Farnell's emphasis on small-batch distribution rather than bulk supply — and the customer base of small businesses is clearly very resilient. The picture is somewhat different in power supply manufacturing where profits have fallen in line with the rest of the industry but this activity now accounts for only 14 per cent of the group's profits and this proportion is likely to fall still further in the current year.

Overall, the group should make £23m pre-tax, possibly more, but the outlook depends very much on when industry demand for electronic components begins to pick up. The distributors are looking anxiously to the U.S. for the first hints of recovery. When this comes, Farnell shares could be ripe for a rapid re-rating, after falling behind the market in the past year. At 198p unchanged they are good value, trading on a multiple of 17.

Rush & Tompkins profits lag behind soaring sales

THE LONG term nature of the Rush & Tompkins Group business — property investment and construction — is highlighted in the 1984 results, state the directors.

Turnover has resumed its upward path with a 36 per cent rise to £117.8m, but the trading profit has hardly moved and the pre-tax balance shows only a 3.15 per cent increase, from £2.98m to £3.06m.

However, the directors consider the results justify an increase in the dividend, and are paying a final of 5.65p a total of 7.65p net, against 7.25p.

Because the businesses have certain seasonal aspects the directors are changing the accounting year-end to March 31. The next accounts will cover 15 months to March 31 1986, and dividends will be paid in January, June and October, thereafter they will normally be payable in April and September each year.

Mr D. Palmer, the chairman, says in the years 1982 and 1983 profits rose by 65 per cent on a small increase in turnover. This year expansion in turnover was resumed and was almost equally divided between the UK and overseas.

"Even this much higher figure understates the real growth in our property business in the United States of America where we operate through partnerships, the whole of whose turnover is not reflected fully in our group accounts."

Although there is a time lag between turnover and profits, the group still achieved an increase of 26 per cent in trading profit in the two years 1983-84, says Mr Palmer.

In the year net rents came to £2.58m (£2.44m) and the trading profit to £3.03m (£3.1m). Interest charges were £2.56m (£2.59m).

Earnings are shown at 22.6p (21.9p) after tax £461,000 (£346,000) and minorities £2,000 (£3,000). There are extraordinary charges of £200,000 (£301,000) of which the main item is reorganisation costs.



Mr Derek Palmer

Rationalisation of the property investment portfolio has continued, says the chairman. Land and building, mainly of an industrial nature and representing 10 per cent of the portfolio, have been sold and replaced by nearly £5m of retail and office property.

There was an increase in borrowings at the year end as a result of further investment in property and development in both the UK and the U.S.; these should fall as the developments are sold. The holding in undeveloped land is also being reduced.

Bankers are giving substantial support and early this year a syndicate of five of them made available a U.S. \$15m medium-term multi currency unsecured loan facility, which will provide funds for the property business in the U.S.

Total net borrowings are just over 50 per cent of the investment in property. This investment, some £20m at the year end, was made up of £47.5m being the value of the UK portfolio; £18.0m being land and buildings held for or in course of development, and £13.4m

being the group's share of the assets of the American partnership. In the directors' opinion the current market or realisable value of the assets substantially exceeds book value. Net asset value was shown at 377p per share, against 379p a year earlier.

All properties held as fixed assets have been valued by Mr A. E. Leyland, a director, with professional assistance, and they have put an open market valuation on the properties of £57.6m, which has been incorporated in the accounts. The group's share of a property held as an investment in the U.S. was professionally valued at \$5.65m, and that has been taken into the accounts.

comment

Denizens of the City may already be aware as a result of the

traffic congestion caused by the Aldersgate development of Rush & Tompkins' single most important property development.

Letting contracts on this 48,000 sq ft project may well soon be signed and could add 40p to the group's net assets per share. More news on this development, plus a rise in total dividend, that takes the yield up to 4.44 per cent should all compensate for the failure of pre-tax profits to live up to forecasts — the £3m is about 1/3m shy of the analysis' average. Lower margins plus the decision to go for turnover growth rather than a profits increase have also had an effect.

At present the shares are trading at a 35 per cent discount to net asset value — possibly reflecting caution by the market in rating a company with a gearing of over 90 per cent — a little too rich even for a property developer although some of the edge is taken off this by the non-recourse funding used in the U.S. which limits the risk exposure of the parent. For 1985 the market is looking for pre-tax profits of just over £4m, which on a modest tax rate of 15 per cent (the group has £21m in tax allowances in its books) put the shares, at 244p, on an undemanding prospective multiple of 9.

Lloyds Bank changes

Mr David Harrison has been appointed an assistant general manager in the corporate banking division of LLOYDS BANK. He succeeds Mr Martin Cruickshank, who is now general manager, group headquarters.

Mr Harrison, previously regional director and general manager for Greater London (South), has been succeeded by Mr Terry Baker, formerly manager of the bank's City office. Mr Tony Bird is the new manager of City office. He was previously deputy regional general manager in Central London (West) regional head office. Mr Peter Constable has been appointed regional director and general manager for Greater London (North), succeeding Mr Vic Tyrrell, who has retired. Prior to his appointment, Mr Constable was on secondment to the Committee of London Clearing Bankers.

SOCIETIES. Mr Court, who already represents the Midlands on the Building Societies Association's National Council, previously served for one year as deputy chairman to the Midland Association.

Mr Mike Bargin (Nissen International) and Mr John Warren (C. I. Gaul and Co) have been elected as the first chairman and vice chairman respectively of the RECREATION AND LEISURE TRADES ASSOCIATION, a new member group affiliated to the British Sports and Allied Industries Federation.

Mr Keith Jacobs, BIRDS EYE WALL's marketing director, is to leave at the end of July to take up an outside appointment. He will be succeeded as marketing director by Mr Eric Walsh, presently general marketing manager (frozen foods).

BRADBURY WILKINSON has appointed Mr Derek Salmon as managing director of security printers Aero-Print, of Aylesbury. He was formerly general manager of Burroughs Business Forms UK and previously held a succession of senior appointments with Rank Xerox.

Mr Arthur A. Bruneau has been appointed to the Board of ALCAN ALUMINIUM. He replaces Mr Frank S. McCarthy who has resigned for personal reasons. Mr Bruneau, who has been secretary and chief legal officer since 1972, has also been appointed senior vice president. Mr Michael C. de Miller has been appointed director of corporate communications.

LAING PROPERTIES (UK), the subsidiary recently formed by Laing Properties to be responsible for its activities in the UK, has appointed Mr Geoffrey Glover as deputy managing director. He will be responsible for the operating divisions: retail, offices, industrial and technical services.

HENDERSON UNIT TRUST MANAGEMENT has appointed Mr I. C. Dickson, Mr S. C. Nevitt, Mr R. D. Bush and Mr P. J. Thornhill directors.

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Over-the-Counter Market

High	Low	Company	Price	Change	div. (p.)	%	Actual	Yield	P/E	Fully
144	122	Ass. Int. Ind. CUL.	140	—	10.0	8.7	—	8.0	9.5	—
151	138	Ass. Int. Ind. CUL.	140	—	10.0	8.7	—	8.0	9.5	—
77	51	Alphington Group	65	—	6.4	11.8	6.1	7.2	—	—
142	120	Amalgamated Industries	125	—	12.5	8.5	—	7.0	—	—
445	408	Bardons Ltd	425	—	3.4	2.4	14.5	23.8	—	—
36	42	Bentley & Sons	40	—	2.2	7.0	—	5.2	7.2	—
152	140	CCCL 1100 Corp	140	—	15.7	13.4	—	—	—	—
1200	100	Calderbank Ltd	1150	—	43.0	4.1	5.9	9.2	—	—
88	54	Calderbank 2500 Pl.	60	—	10.7	—	—	—	—	—
42	40	Calderbank Services	40	—	6.5	13.3	4.7	7.5	—	—
316	182	Frank Horell	316	—	—	—	12.7	18.8	—	—
326	120	Frank Horell Pr. Ind. ST	280	—	—	—	18.4	13.7	—	—
37	25	Frederick Parker	28	—	—	—	—	—	—	—
58	33	George Blair	57	—	—	—	3.6	7.7	—	—
30	21	Ind. Precision Castings	21	—	—	—	8.0	7.4	13.5	—
218	188	Isle Group	187	—	15.0	8.0	7.4	13.5	—	—
124	101	Jackson Group	105	—	4.9	4.7	4.9	8.5	—	—
285	213	James Burrough	240	—	12.5	14.7	—	—	—	—
93	83	James Burrough	85	—	—	—	—	—	—	—
97	71	John Howard and Co.	85	—	5.0	5.5	6.7	10.8	—	—
218	100	Linguaphone Ltd	218	—	15.0	15.2	—	8.0	8.4	—
100	80	Linguaphone 10.50 Pl.	80	—	—	—	—	—	—	—
850	300	Minihouse Holding NY	850	—	2.8	0.8	46.8	61.2	—	—
120	31	Robert, Jenkins	54	—	5.7	16.4	17.9	4.1	—	—
69	26	Scruttons "A"	70	—	—	—	8.2	17.3	—	—
44	61	Tonday and Carlisle	35	—	—	—	1.3	18.8	18.4	—
424	330	Travian Holdings	380	—	1.3	4.3	14.8	21.0	—	—
30	17	Unilever Holdings	30	—	7.5	7.5	9.5	11.8	—	—
98	81	Walter Alexander	98	—	—	—	—	—	—	—
247	218	W. S. Yates	220	—	—	—	—	—	—	—

Prices and details of service, now available on Freetel, page 48148

James Beattie

With earnings showing a rise of 25.6 per cent, from 8.79p to 12.3p for the year ended January 31 1985, James Beattie is lifting its dividend from 4.4p to 4.55p net. A 1-for-1 scrip issue in A. ordinary shares to both classes of ordinary holders is also proposed.

Sales of the group, which operates six department stores in the West Midlands, rose by 8.7 per cent to £41.72m. But the trading profit was up 16.6 per cent to £4.14m and the pre-tax balance by 17.4 per cent, from £4.13m to £4.92m. Tax took £2.1m (£1.88m).

Good news.

Extracts from a statement by the Chairman, Mr John M. Menzies:

"We started the year with two main activities, namely, distribution and services. It was decided to concentrate our resources in the distributive area where our corporate knowledge and skills lie. The cash proceeds from rationalisation created a strong balance sheet for the expansion of our mainstream business. A number of propositions are being actively considered."

"It is worthy of note that over the past five years investment through capital expenditure and acquisitions in our main business has amounted to more than £35m."

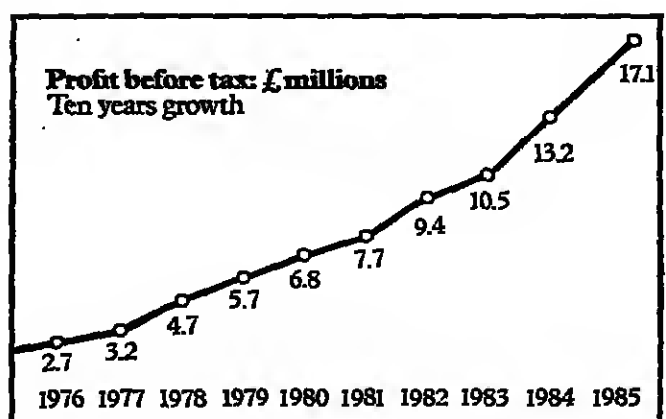
"Group turnover has increased by 9.6% over the previous year. Pretax profits have increased by 29.5%. This is another excellent performance."

"All areas of the Group contributed to the increase."

"A final dividend of 2.25p per share is recommended making a total dividend of 3.375p per share, an increase of 12 1/2%."

"The new trading year has got off to a good start in all areas of the Group and I have high hopes that another satisfactory increase in profits lies before us."

John M. Menzies



	1985	1984
£m	£m	£m
TURNOVER	506.3	461.2
PROFIT		
BEFORE TAX	17.1	13.2
AFTER ACTUAL TAX	9.2	9.2
ORDINARY SHAREHOLDERS' FUNDS	43.2	38.0
PER ORDINARY SHARE		
EARNINGS—ACTUAL TAX	16.1p	15.9p
DIVIDENDS	3.375p	3.0p
DIVIDEND COVER	4.8	5.3

John Menzies

If you would like to receive a copy of John Menzies' 1985 Annual Report, please write to: The Secretary, John Menzies plc, Hanover Buildings, Rose Street, Edinburgh EH2 2YQ.

arranged by
Investors in Industry plc
in association with
Panmure Gordon & Co

TECHNOLOGY

EDITED BY ALAN CANE

Design and
ConstructViewdata
system
for Lloyds

RADIO RENTALS Contracts, part of the Thomson EMI group, has just completed a viewdata system for Lloyds Bank that will be used to provide up-to-date information for personal loan applications and insurance, examples for customers in Lloyds new "Saturday Service" branches.

RRC's viewdata terminals are linked via BT telephone lines to mainframe computers in Nottingham which store over 42m pages of information. After initial use in London headquarters offices and in the 139 branches that open on Saturday, the service may be extended to other parts of the UK.

Customers will be able to apply for on-the-spot personal loans up to £5,000.

RRC supplied and installed 200 Sony KTX-9000 UB viewdata terminals and a similar number of alphanumeric keyboards for the system which provides a 14-page memory store facility for customers to telephone costs as well as automatic dial and re-dial facilities.

Saving energy

A JOINT venture by Harwell and ICI is aimed at reducing energy costs in the process industries by up to 70 per cent.

To be called the Energy and Process Integration Service (EPI), the venture will make available process integration techniques successfully developed and applied by ICI where savings of nearly £30m a year have been identified. They offer a systematic alternative to the piecemeal approach often adopted in energy conservation.

In the UK, EPI is already carrying out work for British Sugar, Courtaulds Fibres and Procter & Gamble, among others. Abroad, several companies in the US and India are consulting ICI.

Secret ingredient at Schweppes

Peter Marsh investigates the skills of the flavour scientists

MIKE WOODROW has proud memories of a concoction called Red Bitters.

Mr Woodrow, senior flavour scientist at Schweppes International, recalls that perfecting the taste for the drink, a non-alcoholic form of Campari, was a particularly complex task that stretched to the limit his abilities to conjure up a required flavour from a mixture of chemicals and fruit extracts.

Schweppes, the soft-drinks arm of the £2bn-turnover Cadbury Schweppes group, employs Mr Woodrow and three other flavourists as vital elements in the race to open up new market opportunities in the world drinks business.

"The crucial thing (about a new drink) is character and point of difference," says Dr Alan Grinham, Schweppes' director of research and development.

Thus the skills of the flavour scientists are invariably behind any additions or embellishments to the company's range of drinks products, which currently stands at 400.

In soft drinks Schweppes is fifth largest in terms of sales, after Coca-Cola, Pepsi-Cola, 7-Up and Dr Pepper, which are all U.S.-owned. The first two groups dominate in this area, accounting for more than half total sales, which are estimated at about £70bn a year.

Schweppes or other companies with which it has franchising agreements have bottling plants in 59 countries and between them account for annual drinks sales of about £1bn.

The importance of flavour technology was demonstrated last week when Coca-Cola said it had changed the secret recipe for its brand-leading drink. The company said the new recipe would give a sweeter, improved taste—though Pepsi, Coca-Cola's arch rival, immediately heralded the announcement as evidence that the world leader had lost confidence in its staple product.

The fierceness of the competition in soft-drinks is illustrated by Dr Grinham's reluctance to name Mr Woodrow's three colleagues for fear that they might be poached by the opposition.

And an impenetrable shroud of secrecy hangs over an unnamed Schweppes worker, 28 years with the company, who is employed to commute around five factories in Britain, South Africa, Bulgaria, Spain and



Mike Woodrow in the laboratory: "More an artist than a scientist..."

Australia to supervise mixing of vital extractions in Schweppes tonic water, the company's top selling product.

This man, who works at the company's research headquarters in north London but is kept firmly out of the public gaze, is one of the only five people in the group who knows the full recipe for the drink, whose uniqueness, according to Schweppes, lies in a particular essence made from oranges and lemons.

Dr Grinham says of his team of flavourists: "They are more artists than scientists. They have an ability to detect from a complex mixture of chemicals that there is a certain note that will affect taste."

The work of Mr Woodrow and his colleagues starts with a request from the company's product developers to find a flavour with a particular characteristic, perhaps with a hint of tropical fruit or something that is vaguely exotic.

The four flavourists have at their disposal a "bank" of several thousand liquids, which are fruit extracts or chemicals either produced by Schweppes or bought from suppliers.

The flavourists rely on their noses to come up with the right

formulations. They each have their own sealed, air-conditioned room to keep away off-putting smells. Typically, the worker sniffs a sequence of mixtures before producing a dozen or so that he thinks will satisfy a specific brief.

Tasting comes afterwards. "If it smells right, then it's worthwhile to taste," says Mr Woodrow.

Later comes the refining of the formulation to meet comments from marketing people and engineers who may be called upon to devise plans to make the product.

Mr Woodrow says that hazards of the job include comments from acquaintances who complain he smells fruity. And colds can be a problem as a blocked nose reduces his effectiveness.

According to Dr Grinham, each of the flavourists have their own special style. He can normally tell which of them developed a specific flavour—even though he cannot put into words what is unique about each person's work.

Mr Woodrow and his colleagues come up with about eight new flavours a week. On average, roughly one in 30

evolves into a new formulation which goes on the market.

Generally, an idea for a new flavour takes three months to develop into an approved formula. Nine months or so later, the new drink swings into production, in one of 420 bottling plants run by Schweppes or its franchisers.

In rough terms, only 0.1 per cent of the beverage is accounted for by the all-important flavouring ingredients. These are shipped to the bottling plants in liquid form (either dissolved in alcohol or mixed with water to form an emulsion) from the five Schweppes factories that turn out flavours.

In a fruit drink, such as bitter-lemon or orange, perhaps 80-90 per cent of the beverage is carbonated water. Often less than 10 per cent is fruit extract, which Schweppes produces at 12 plants around the world in a secret process.

This figure can, however, be higher in some drinks which Schweppes promotes as being particularly nutritional—Apple-tee, for instance, contains 100 per cent apple extract. The remaining ingredients are typically citric acid, sugar and colouring.

A world of
oranges,
lemons and
fizz

WITH BOTTLING plants in roughly a third of the world's nations, Schweppes continually tries to cross-fertilise ideas from around the globe to come up with formulations suited to a particular country.

A team of flavourists in north London may be brought in either to adapt a brew already in production or to devise a new product for a specific nation.

In Japan (a market that Schweppes entered only two years ago) the company tried out a new product, a drink based on passion fruit and oranges. Japanese citizens appear to like smooth-tasting beverages and find the taste of conventional Western soft drinks somewhat harsh.

The drink was made with oranges from Israel, passion fruit from Brazil and know-how from London. Further products chosen by Schweppes for Japan were a grapefruit drink based on embellishments of a product sold in Norway and made with fruit from Israel, and an apple beverage (ideas from Austria, fruit from West Germany).

In Japan, Schweppes entered the market through a franchise agreement with Asahi, a brewer, which was responsible for bottling and marketing, leaving the soft-drinks expertise to the British company.

In Egypt, Schweppes came to a similar arrangement with an Egyptian company called Al Mohandes. Since the franchise deal was agreed four years ago, people in Egypt have been sampling a Schweppes tangerine drink (tangerines shipped in from Turkey and marketing expertise from Bulgaria) as well as a new mango product based on fruit grown locally.

Other drinks chosen for the Egyptian market included beverages based on oranges and lemons and the ubiquitous tonic water. The people who sell Schweppes' products in Britain have also benefited from ideas developed elsewhere. This year the company has introduced in the UK two new drinks—the Japanese orange/passion fruit mixture and Limor, a new fizzy form of bitter-lemon, which was originally developed for Spain.



Sony's TV production line at Bridgend, Wales

Electronic prototype for
commercial ordering

BY ELAINE WILLIAMS

MULLARD, the UK-based electronic components subsidiary of Philips of the Netherlands, and Sony of Japan, one of its highest customers, are linked through an electronic system which many see as a prototype of commercial ordering networks of the future.

Mullard in the UK runs a viewdata system for its customers called Movies—terminals have been installed on their premises connected over telephone lines to a Mullard computer. Messages can be sent both ways—Mullard can give its customers an idea of what it has in stock and its customers can place their orders at the speed of light.

Sony places the bulk of its orders for its Bridgend, south Wales, factory with Mullard over this network. The advantages from Sony's point of view include the ability to check the status of back orders and deliveries. It also functions as a simple electronic mail system.

Mullard's potential advantages include a reduction of administrative costs because the customer originates the order entry, increased sales to key customers because of the new efficiency of the system and potential access to competitive information.

Suppliers of production equipment to Sony's UK factory like National Panasonic has also established private viewdata for the ordering of spare parts and to make its simpler to call service engineers in the case of

machine failure.

Companies like Mullard, National Panasonic and Sony are pioneering some of the most exciting new uses of viewdata, a technology of which much was hoped because of its effectiveness and low cost, but which has had to wait until adoption by commerce and industry to realise that potential. Now in the UK, more than 50 per cent of the 52,000 viewdata sets installed are in business applications.

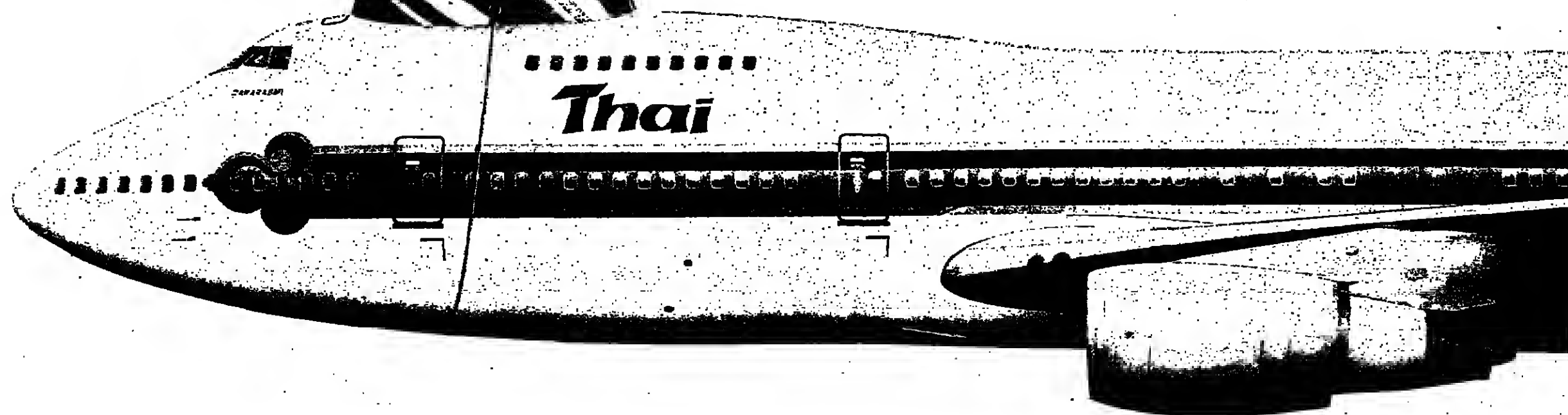
Sony operates its own in-house system connected to electronic noticeboards around the Bridgend location, giving the latest news from the local camera club, the dak's menu from the canteen and personal advertisements.

Now it is developing a new viewdata network as part of its £8.5m investment in new production facilities at Bridgend.

It will be used to track the production of televisions and viewdata sets. Each circuit board will have a unique bar code to make it possible to track electronically its progress through the factory.

Some 30 per cent of the 800 components which make up a television main control board are still inserted by hand. Sony's managers hope the new viewdata system will help to stimulate worker's interest in reducing errors during this repetitive process. An average of 1,500 circuit boards will pass each operator station each week.

Many happy returns.



When Thai became airborne in 1960, our philosophy was simple. Only the best of people would run the airline. Only the best aircraft would make up the fleet. And the standard of service would

be of the gracious, traditional kind. Thai's Royal Orchid Service took off and hasn't stopped climbing since. Our pioneering spirit has flourished, too, since we opened up Kathmandu and Bali in the late 1960's.

We were one of the first to establish a special business class. We introduced the first non-stop flights to Europe. And established a north-west gateway to America. Served by an ever-expanding fleet of



magnificent 747Bs and wide-bodied A300s, Thai's route network now includes over 40 cities in 32 countries across four continents. Many happy returns, many happy departures.

SECTION III - INTERNATIONAL MARKETS
FINANCIAL TIMES

Wednesday May 1 1985

هكزا من الخليل

WALL STREET

Economic data prove discouraging

THE DISCLOSURE of fresh indications of sluggishness in the U.S. economy depressed Wall Street stocks again yesterday, writes Terry Byland in New York.

An unexpected dip in the Commerce Department's leading economic indicators for March, together with another fall in U.S. factory orders and an \$11bn trade deficit in March, all discouraged investors.

At the close the Dow Jones industrial average was down 1.86 at 1,256.06. Technology stocks fell away after a quick start while tobacco shares weakened on growing concern over impending cancer lawsuits. The bond market added about half a point but was overshadowed by the prospect of the Treasury refunding announcement, due late in the session.

The fall in leading indicators, contrasting with Wall Street predictions of a small rise, fed the nervousness in the stock market which lay behind Monday's 15 point fall in the Dow.

The Dow transportation average was dragged down by fresh losses in rail stocks, which will be early sufferers from a slowdown in manufacturing activity. Norfolk and Southern, at 86 1/2,

lost 1 1/4, and Burlington Northern at \$49 1/4 was 1 1/4 off.

In the airlines, United fell a further 1 1/4 to \$40 as investors remained impressed both by the recent trading results and by the planned purchase of Pan American's Pacific operations - some analysts have suggested that United may be paying too high a price. Pan American, at \$4 1/4, shed 1/4.

Eastern Air Lines, which has soared in analysts' opinions as its survival plan has flourished, gained 3/4 to \$8 1/4. American Airlines, United's chief competitor on the domestic routes, added 3/4 to \$39 1/4.

General Dynamics fell 5/4 to \$66 1/4 on news that it was laying off some of the workforce.

Trading in tobacco stocks was delayed after a downgrading by an analyst at Drexel, Burnham, Lambert brought a wave of sell orders. At mid-morning, Philip Morris opened with a fall of 3/4 to \$86 1/4, and R.J. Reynolds, 3/4 down at \$77 1/4. American Brands, at \$64 1/4, was 1 1/4 off.

Tobacco stocks were hit by selling on Monday as Wall Street shied away from the implications of lawsuits coming to court next month, which attempt to pin legal responsibility for cancer deaths on the tobacco companies. If successful, the claims would have formidable significance for the tobacco manufacturers.

Industrial sectors wilted at mid-session. IBM shed an early gain to fall 3/4 to \$125 1/4. Other technology losers included Honeywell, 1 1/4 down at \$54 1/4, Digital Equipment, 1 1/4 lower at \$97 1/4, and Control Data, 1 1/4 off at \$28 1/4.

General Motors, under selling pressure this week, brightened by 3/4 to

\$68 1/4 after announcing it will build a new plant in Kansas. But at \$40 1/4, Ford lost 1/4.

There was heavy trading in oil stocks again as the market assessed Atlantic Richfield's plan to restructure. At \$58 1/4 it added 3/4, while Mobil, another candidate for possible restructuring, gained 3/4 to \$30 1/4.

Brisk turnover saw Federal National Mortgage Association (Fannie Mae), 3/4 easier at \$15 1/4, in line with the price set for an issue of 7m common stock announced yesterday.

A block of 3.1m shares in City Investing was crossed through the third market at \$37 1/4 - down 5/4 on the overnight level. The unidentified seller was believed to be Sharon Steel.

Takeover stocks played a less active role. Unocal fell 5/4 to \$46 1/4 as the struggle with Mr. T. Boone Pickens continued.

In the credit markets, uncertainty over the policies of the Federal Reserve continued. Federal funds at 8 1/4 per cent remained at the high end of the recent range, and the Fed again helped liquidity with overnight system repurchases.

The bond market turned higher following publication of the economic data, but investors were unwilling to enter the market ahead of the Treasury's disclosure of funding requirements for the new quarter - believed to be a record of about \$20.5bn. The bond market has enjoyed a long holiday from Treasury funding pressures, and there is nervousness over its capacity to absorb the new flow, while uncertainty over the outlook for rates continues.

LONDON

Firmer tone overcomes early unease

INITIAL UNEASE in London over Wall Street's performance on Monday showed clearly as blue chips were marked down early in the session.

The downward pressure was relatively light, however, and sales were readily absorbed. Subsequent selective purchases by institutional investors dispersed the uncertain mood.

Although volume was moderate, the tone continued to improve, helped by first reports of the latest CBI survey, and the FT Ordinary index ended 2.9 up at 971.4.

Early gains in gilt-edged stocks were pared by late profit-taking after an unexpected late recovery in the dollar.

Chief price changes, Page 30; Details, Page 31; Share information service, Pages 32-33

HONG KONG

DEMAND for property issues dragged Hong Kong out of the past week's lethargy and left most stocks posting strong gains. The Hang Seng index rose 23.19 to 1,320.58.

Interest developed in Swire Pacific after the sale of Sutherland House in the central business district for a price above market expectations. The issue added 6 cents to HK\$24.00. In other property stocks, Hongkong Land put on 2 cents to \$5.70 and Sun Hung Kai Properties which reported lower 1984 profits was 60 cents ahead at HK\$11.20.

Elsewhere, China Light put on 20 cents to HK\$14.80, Jardine 30 cents to HK\$12 while Hongkong Bank remained unchanged at HK\$45.50.

EUROPE

Run-down to May Day takes toll

THE run-down to today's May Day holiday took its toll on trading in European centres yesterday leaving most bourses little changed in quiet volume.

The weak overnight tone on Wall Street, where the Dow Jones industrial average posted its largest one-day retreat of the year, also proved an inhibition.

Some profit-taking in otherwise thin Frankfurt trading left the Commerzbank index down 4 at 1,226.1.

Chemicals proved a weak sector. Hoechst, due to announce full 1984 figures later in the week, fell DM 2.30 to DM 212.70. Bayer was DM 2 lower at DM 213.50 and BASF fell DM 3.20 to DM 202.80. Pharmaceutical Schering declined DM 2 to DM 445.

Siemens was another of the day's losers, down DM 6.80 at DM 533.40, while

Markets in Amsterdam were closed for a public holiday.

AEG shed DM 2 to DM 109 and BBC fell DM 3 to DM 207.

In the high-technology sector, IWK gave up DM 9 to DM 307. Nixdorf fell DM 9.40 to DM 581.10 and PKI was DM 4 easier at DM 620.

Among motor manufacturers, Daimler and BMW each dropped DM 4 to DM 675 and DM 359.50 respectively, while Porsche eased DM 9 to DM 1,188. Conversely, VW put on DM 2 to DM 206.50 on expectations of good results due later this week.

Steelmaker Hoesch shed DM 1.10 to DM 107.70 as it confirmed that it would not pay a dividend for 1984, despite the improvement in operating profits.

Bonds were little changed in quiet trading, with no lead being provided by the dollar, which improved after the sharp overnight fall. The Bundesbank sold DM 27.1m of paper after sales totalling DM 17.2m the previous day.

An easier trend was also seen in Brussels, although activity picked up after the announcement of a cut in interest rates for short-term Treasury bills and the rate on 4-month money market certificates - the *fonds des rentes*.

Interest-rate sensitive utilities did not follow the price declines, ending little changed. However, trading in the financial holding, Societe Generale de Belgique was more active after the interest rate announcement, and the stock fell Bfr 10 to Bfr 187.5.

Banque Bruxelles Lambert was unchanged at Bfr 1,900 after shareholders authorised the bank to increase in capital.

Among industrials, Petrofina was Bfr 10 lower at Bfr 6,800, while in chemicals, Solvay turned down Bfr 40 to Bfr 4,200 after posting rises over several sessions.

A mixed to lower performance was seen in Zurich. Among holding companies, Adia rose SwFr 145 to SwFr 2,025 with its record annual results above market expectations.

Nestlé was steady at SwFr 6,550. But among other food issues, Hero registered, traded for the first time on the pre-bourse, fluctuated between SwFr 350 and SwFr 610, before ending SwFr 75 higher on the day at SwFr 575. The registered stock has been introduced to fend off any foreign takeover.

Bonds were little changed in relatively small volume.

Paris drifted lower with few investors prepared to take new positions.

Some demand was, however, seen for retail issues after their mark-down in the previous session. Printemps put on FFfr 7 to FFfr 232.

Meanwhile, the Treasury plans to tap the domestic credit markets with an issue of renewable bonds this week. The bonds, with six years to maturity, will be extendable at the holder's option after three years.

Stockholm was lower in very quiet trading with the mood soured by the planned strike by 20,000 civil servants which is scheduled to begin tomorrow. Volvo eased SKr 7 to SKr 284, Electrolux SKr 2 to SKr 317 and Ericsson SKr 8 to SKr 282.

Pharmacia was SKr 3 lower at SKr 192. It signed a letter of intent with China's pharmaceutical administration covering the transfer of research and manufacturing technology to modernise the Chinese drug industry.

Milan ended firmer, partly reflecting a positive response to the announcement of the sale of IRI's SME and Sidal food business to Buitoni.

SME climbed L2 to L1,270, having been as high as L1,300 in early trading despite a 100 per cent cash deposit on transactions imposed by the Stock Exchange Commission on Monday to curb speculative pressure.

IBP, the industrial branch of Buitoni rose L150 to L3,400. Montedison was again in demand adding L43 to L1,823.

Madrid was also marginally ahead as the Government announced a series of economic measures which, it said, would ease tight monetary policies to stimulate economic growth.

But other blue chips were bearish, with Sony losing Y50 to Y4,370 and NEC Y20 to Y1,080.

Major construction issues firmed on speculation that the Government might increase public works spending, under heavy U.S. pressure to stimulate domestic demand in order to expand imports and whittle down Japan's huge trade surplus with the U.S.

Kajima Corp added Y5 to Y314, Taisei Corp Y2 to Y232 and Tobishima Corp Y7 to Y284.

Oil issues became popular, bolstered by the yen's firmness against the dollar. Teikoku Oil, the fourth most active issue with 5.29m shares, spurred Y30 to Y810. Showa Shell Sekiyu gained Y27 to Y580 and Maruzen Oil Y12 to Y390.

Conversely, biotechnology-related issues lost strength on a broad front. Kirin Brewery came under strong profit-taking pressure, shedding Y6 to Y47. Green Cross lost Y120 to Y2,860. Many non-ferrous metals and banks also turned lower.

The bond market was slack with investors retreating due mainly to the overnight weakness of U.S. bond prices. The yield on the benchmark 7.3 per cent government bonds, maturing in December 1993, rose to 6.805 per cent from Saturday's 6.595 per cent.

There was concern over possible adverse effects of the U.S. Treasury Department's issue on the U.S. market of three-year, 10-year and 30-year government bonds worth \$10.5bn early next month.

Reuter adds: Japanese net buying of foreign bonds dipped to \$2.22bn in March from \$2.91bn in February, but net purchases in the year to March 31 were a record \$30.48bn, up from the previous record of \$13.69bn in 1983-84, the Japanese Finance Ministry said.

March buying fell to \$9.48bn from February's \$11.33bn, while selling dropped to \$7.26bn from \$8.42bn.

TOKYO

Lower trend after series of gains

A LOWER trend was seen in Tokyo yesterday after successive increases during the previous four trading sessions, but trading was thin as a result of the current round of public holidays in Japan, writes Shigeo Nishiwaki of Jiji Press.

Investors were also discouraged by the New York stock market's biggest loss since the beginning of this year.

The Nikkei-Dow market average dropped 39.63 from last week's close to 12,426.29. Volume totalled only 243.58m shares compared with last Friday's 382.2m. Declines outnumbered gains by 386 to 318, with 188 issues unchanged.

Speculative funds flowed into some incentive-backed issues and blue chips in dull trading.

Nippon Yakin Kogyo attracted lively buying interest as a new materials-related issue, topping the active list with 24.15m shares changing hands and gaining Y24 to Y410.

Miyaji Iron Works, the second busiest stock with 8.28m shares traded, jumped Y45 to Y330.

Blue-chip precision instrument issues fared well. Minolta was traded briskly against the backdrop of a strong business performance and rose Y17 to Y878. It was the third most active stock with 7.02m shares. Shimadzu advanced Y19 to Y779, supported by small-toil foreign buying.

But other blue chips were bearish, with Sony losing Y50 to Y4,370 and NEC Y20 to Y1,080.

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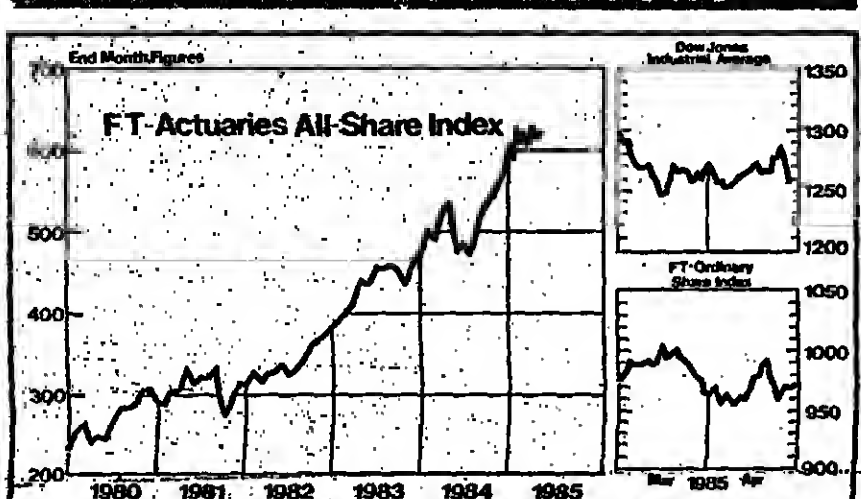
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KEY MARKET MONITORS



STOCK MARKET INDICES			
	April 30	Previous	Year ago
NEW YORK			
DJ Industrials	1,256.06	1,258.72	1,170.75
DJ Transport	573.74	574.39	496.91
DJ Utilities	153.62	154.13	125.00
S&P Composite	179.63	180.63	160.43
LONDON			
FT Ord	971.4	968.5	915.8
FT-SE 100	1,291.0	1,282.9	1,138.3
FT-A All-shares	622.11	622.24	534.74
FT-A 500	682.67	683.19	583.77
FT Gold mines	501.3	508.6	672.8
FT-A Long gilt	10.57	10.57	10.34
TOKYO			
Nikkei-Dow	12,426.29	12,426.29	10,861.9
Tokyo SE	967.28	969.86	861.11
AUSTRALIA			
All Ord.	875.2	868.7	756.0
Metals & Mins.	568.2	561.5	536.7
AUSTRIA			
Credit Aktien	81.28	79.73	55.18
BELGIUM			
Belgian SE	2,218.54	2,223.83	
CANADA			
Toronto	2,017.1	2,029.0	2,085.0
Metals & Mins Composite	2,636.2	2,650.8	2,323.3
Montreal Portfolio	130.30	130.92	112.54
DENMARK			
Copenhagen SE	186.79	187.70	196.59
FRANCE			
CAC Index	215.4	215.4	178.2
Ind. Tendance	117.4	117.5	93.7
WEST GERMANY			
FAZ-Aktien	420.96	422.51	353.05
Commerzbank	1,228.1	1,230.1	1,032.1
HONG KONG			
Hang Seng	1,320.58	1,297.37	1,037.06
ITALY			
Borsa Comm.	281.51	279.38	215.80
NETHERLANDS			
ANP-CBS Gen	closed	210.5	180.4
ANP-CBS Ind	closed	189.9	127.9
NORWAY			
Olo SE	325.69	326.06	288.86
SINGAPORE			
Straits Times	791.81	795.53	893.91
SOUTH AFRICA			
JSE Golds	1,067.4	979.5	
JSE Industrials	895.4	885.8	
SPAIN			
Madrid SE	109.02	108.72	82.77
SWEDEN			
J & P	1,441.06	1,445.05	1,510.15
SWITZERLAND			
Swiss Bank Ind	424.2	424.5	378.0
WORLD			
Capital Int'l	202.3	202.8	188.7

CURRENCIES			
	April 28	Previous	April 28
U.S. DOLLAR			
(London)			
\$	1.2425	1.2425	1.25
DM	3.0875	3.111	3.0925
Yen	261.5	262.08	312.75
FFfr	6.44	6.43	117.15
SwFr	2.5975	2.6115	3.23
Quidster	3.5	3.5165	4.35
Lira	1,983.5	1,987.0	2,465.5
Bfr	62.3	62.65	77.45
C\$	1.39825	1.398	1.686
INTEREST RATES			
3-month U.S.	8 1/4	8 1/4	8 1/4
6-month U.S.	8 1/4	8 1/4	8 1/4
U.S. Fed Funds	8 1/4	8 1/4	8 1/4
U.S. 3-month CDs	8 1/4	8 1/4	8 1/4
U.S. 4-month T-bills	7.83	7.83	7.83
FT London Interbank Rate			
3-month U.S.	8 1/4	8 1/4	8 1/4
6-month U.S.	8 1/4	8 1/4	8 1/4
U.S. Fed Funds	8 1/4	8 1/4	8 1/4
U.S. 3-month CDs	8 1/4	8 1/4	8 1/4
U.S. 4-month T-bills	7.83	7.83	7.83

U.S. BONDS			
	Price	Yield	Prev
Treasury			
9% 1987	99 1/4	9.89	99 1/4
11% 1992	102 1/4	11.27	101 1/4
11% 1995	99 1/4	11.44	99 1/4
11% 2015	98 1/4	11.84	97 1/4
Corporate			
AT & T	108 1/4	11.20	108 1/4
10% June 1990	96 1/4	11.20	96 1/4
3% July 1990	77 1/4	8.50	77 1/4
8% May 2000	77 1/4	11.85	77 1/4
Xerox			
10% March 1993	93.589	11.90	93.589
Diamond Shamrock			
10% May 1993	92 1/4	12.10	92 1/4
Federated Dept Stores			
10% May 2013	88 1/4	12.10	88 1/4
Abbot Lab			
11.80 Feb 2013	97.186	12.15	97.186
Alice			
12% Dec 2012	97.295	12.60	97.295

FINANCIAL FUTURES			
	Latest	High	Low
CHICAGO			
U.S. Treasury Bonds (CBT)			
8% 32nds of 100%	70-24	71-00	70-15
June			
U.S. Treasury Bills (BIM)			
8% 32nds of 100%	82.01	82.08	81.89
June			
Certificates of Deposit (BIM)			
\$1m points of 100%	81.43	81.51	81.35
June			
LONDON			
Three-month Eurodollar			
\$1m points of 100%	81.07	81.08	80.85
June			
20-year National Gilt			
250,000 32nds of 100%	106-15	106-24	106-14
June			

JSE Golds	-	1,067.4	973.5
JSE Industrials	-	896.4	985.8
SPAIN			
Madrid SE	109.02	108.72	82.77
SWEDEN			
J & P	1,441.06	1,445.05	1,510.15
SWITZERLAND			
Swiss Bank Ind.	424.2	424.5	378.0
WORLD			
Capital Int'l	Apr 29 202.3	Prev 202.8	Year ago 188.7

[illegible]

Continued on Page 29

هكذا من العمل

Continued on Page 30

Continued on Page 30

shares are unaffiliated. Yearly highs and lows reflect the annual extremes in the current week, but not the latest trading day. Where a split or stock dividend amounted to 25 percent or more, the high and low are based on the price that has been paid, plus the year's high-low range and adjusted for the new stock only. Unless otherwise noted, the figures are annual observations based on the latest observation.

and also extant). *a*-annual rate of dividend payment; *b*-beginning of year; *c*-current year; *d*-dividend; *e*-equity dividend; *f*-fixed dividend; *g*-newly issued; *h*-high; *i*-income; *j*-dividend; *k*-dividend; *l*-dividend; *m*-dividend; *n*-dividend; *o*-dividend; *p*-dividend; *q*-dividend; *r*-dividend; *s*-dividend; *t*-dividend; *u*-dividend; *v*-dividend; *w*-dividend; *x*-dividend; *y*-dividend; *z*-dividend; *aa*-dividend; *ab*-dividend; *ac*-dividend; *ad*-dividend; *ae*-dividend; *af*-dividend; *ag*-dividend; *ah*-dividend; *ai*-dividend; *aj*-dividend; *ak*-dividend; *al*-dividend; *am*-dividend; *an*-dividend; *ao*-dividend; *ap*-dividend; *aq*-dividend; *ar*-dividend; *as*-dividend; *at*-dividend; *au*-dividend; *av*-dividend; *aw*-dividend; *ax*-dividend; *ay*-dividend; *az*-dividend; *ba*-dividend; *bb*-dividend; *bc*-dividend; *bd*-dividend; *be*-dividend; *bf*-dividend; *bg*-dividend; *bh*-dividend; *bi*-dividend; *bj*-dividend; *bk*-dividend; *bl*-dividend; *bm*-dividend; 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*ly*-dividend; *lz*-dividend; *ma*-dividend; *mb*-dividend; *mc*-dividend; *md*-dividend; *me*-dividend; *mf*-dividend; *mg*-dividend; *mh*-dividend; *mi*-dividend; *mj*-dividend; *mk*-dividend; *ml*-dividend; *mm*-dividend; *mn*-dividend; *mo*-dividend; *mp*-dividend; *mq*-dividend; *mr*-dividend; *ms*-dividend; *mt*-dividend; *mu*-dividend; *mv*-dividend; *mw*-dividend; *mx*-dividend; *my*-dividend; *mz*-dividend; *na*-dividend; *nb*-dividend; *nc*-dividend; *nd*-dividend; *ne*-dividend; *nf*-dividend; *ng*-dividend; *nh*-dividend; *ni*-dividend; *nj*-dividend; *nk*-dividend; *nl*-dividend; *nm*-dividend; *nn*-dividend; *no*-dividend; *np*-dividend; *nq*-dividend; *nr*-dividend; *ns*-dividend; *nt*-dividend; *nu*-dividend; *nv*-dividend; *nw*-dividend; *nx*-dividend; *ny*-dividend; *nz*-dividend; *oa*-dividend; *ob*-dividend; *oc*-dividend; *od*-dividend; *oe*-dividend; *of*-dividend; *og*-dividend; *oh*-dividend; *oi*-dividend; *oj*-dividend; *ok*-dividend; *ol*-dividend; *om*-dividend; *on*-dividend;

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MARKET

[illegible]

$$P_1 = \frac{1}{2} \left(\frac{1}{2} + \frac{1}{2} \right) = \frac{1}{2}$$

[illegible]

MARKET REPORT

Selective institutional demand and CBI survey brings firm close in equity leaders

Account Dealing Dates
 Options
 First Declared Last Account
 Dealings Dealings Day
 Apr 15 Apr 26 May 1
 Apr 15 May 9 May 10
 Apr 15 May 20 May 21
 * New-time dealings may take place from 9.30 am to 2.00 pm on Tuesday.

Initial unease over Wall Street's worst performance of the year showed through clearly when leading shares opened the session in London yesterday. A whole range of blue chip issues suffered from a marking down as dealers took the view that sellers would most likely dominate in markets additionally influenced by another strong showing by sterling.

In the event, pressure was relatively light and the session, usually from private investment clients, was readily absorbed. Institutional operators then began to take the initiative and their selective purchases gradually dispersed the mood of uneasiness. Although volume was relatively moderate, the tone continued to improve helped by first reports of the latest consolidation of British industry.

This was optimistic about UK economic trends and the encouraging of a good first quarter by manufacturing industry. Announcements of important U.S. data—leading indicators, share fell 0.2 per cent against forecasts of a 0.7 per cent rise—made little impression on sentiment. After the official 3.30 pm close, leading industrial shares moved significantly higher and the FT Ordinary share index, after opening 3.4 down, closed 9.2 up on the day at 971.4.

Speculative activity broadened in a growing number of takeover targets as the deal-making began to take on an air of approach from America's RCA. Of the sectors, Stores had a brace of rumours, candidates, while Insurance Brokers were given a major flip by the merger discussions between Hogg Robinson and C. E. Heath.

Government securities furthered their advance in the early session. The authorities were called upon to supply stock, and sold part of the £250m tranche of Exchequer 10 per cent 1985 at 96.7, remaining a seller at that price. Demand afterwards faded and dealers ran into profit-taking behind an unexpected late recovery in the dollar. Gil-edged gains were finally reduced to minimal proportions as sterling reacted from a day's high of \$1.26 to a close of \$1.2425.

C. E. Heath better
 Attention was focused on the takeover of C. E. Heath following the overnight news concerning C. E. Heath and Hogg Robinson. The latter strongly supported the previous day on hopes of an outright bid, drifted off to finish a couple of

pence easier on the day at 283p, but Heath improved to 571p before closing 9 better on balance at 567p. Other stocks were traded on hopes of further rationalisation moves within the sector. Stewart-Wrightson advanced 18 to 590p and Willis Faber gained 15 to 640p, while Life Insurance moved forward on revived hopes that the Government will abolish the State earnings-related pension scheme; settlement was also aided by publicity given to a broker's forecast. Equity and Law were outstanding at 253p, up 16, while Legal and General rose 19 to 602p and London and Manchester 12 to 712p. Britannic gained 12 to 727p and Sea Life 9 to 584p.

After Monday's highly successful debut in the Unlisted Securities Market, public relations and marketing group Moorgate attracted fresh support and rose 5 to 150p, compared with the placing price of 120p.

Secondary issues provided the major movements in the market. Mansfield advanced 30 to 425p following revived demand in a thin market, while Youngs gained 8 at 206p. Higgins, at 156p, lost 8 of its recent good rise on profit-taking.

A selectively firm Building sector featured a number of gains. Following better than expected annual results and a 100 per cent scrip issue, Redland were also noteworthy at 283p, up 4, but RMC slipped 4 to 332p on lack of interest. Free-2-Kier added 2 more to 129p in further response to the good annual figures, while SGB revised its bid and gained 10 to 125p. Profit-taking clipped a couple of pence from Barratt Developments at 89p, while disappointing preliminary profits Robert Adlard 6 down at 99p.

ICI opened around 15 lower in the wake of U.S. selling overnight and subsequently moved narrowly prior to settling a net 10 down on balance at 730p.

Owen Owen jump
 Owen Owen emerged as an outstanding feature among secondary issues, rising 38 to a 1985 peak of 228p following persistent speculative demand in a thin market on takeover gossip and asset value considerations. Dividends returned to prominence with a rise of 22 at 684p, while Debenhams rose 18 to 379p as buyers showed increased interest ahead of the preliminary results scheduled for May 29. Allphone gained 3 to 56p on the impressive results. Maybeck added a similar amount to 20p, the property revaluation details counterbalancing the group's annual figures. Sell-out, hardened 3 more to 39p awaiting further developments in the Sternward bid situation; the latter moved up 4 fresh to 38p. John Varley, on the other hand, relinquished 5 to 282p.

FINANCIAL TIMES STOCK INDICES

	Apr. 30	Apr. 29	Apr. 28	Apr. 27	Apr. 26	Apr. 25	Year Ago
Government Securities	81.98	81.30	81.18	81.88	81.40	81.78	81.66
Fixed Interest	86.60	86.86	86.87	86.82	86.11	86.17	86.85
Ordinary	971.4	968.5	970.6	964.6	968.9	969.8	915.8
Gold Mines	501.3	508.6	511.3	509.3	507.8	507.8	578.9
Ord. Div. Yield	4.66	4.69	4.68	4.71	4.71	4.74	4.24
Earnings, Yld. (M)	11.78	11.78	11.78	11.83	11.86	11.96	9.79
P/E Ratio (M)	10.34	10.34	10.37	10.50	10.47	10.19	18.35
Total Bargains (M)	94,086	95,875	95,790	94,085	94,085	94,085	94,085
Equity turnover (M)	506.70	568.89	444.05	436.07	547.46	502.48	484
Equity bargains (M)	81,978	86,314	83,498	83,308	82,730	80,714	80,714
Shares traded (M)	171.7	171.8	182.5	190.3	181.8	157.8	157.8

10 am 984.9, 11 am 988.7, Noon 988.5, 1 pm 989.4, 2 pm 989.3, 3 pm 989.2.
 Banks 100 Gdn. Secs. 18/10/25, Fixed Int. 18/25, Ordinary 17/25.
 Gold Mines 12/9/25, SE Activity 17/24.
 Latest index 01-246 989.8.
 *M=10.00.

HIGHS AND LOWS S.E. ACTIVITY INDICES

—	1985		1984		1983		1982		1981		1980		1979		1978		1977		1976		1975		1974		1973		1972		1971		1970		1969		1968		1967		1966		1965		1964		1963		1962		1961		1960		1959		1958		1957		1956		1955		1954		1953		1952		1951		1950		1949		1948		1947		1946		1945		1944		1943		1942		1941		1940		1939		1938		1937		1936		1935		1934		1933		1932		1931		1930		1929		1928		1927		1926		1925		1924		1923		1922		1921		1920		1919		1918		1917		1916		1915		1914		1913		1912		1911		1910		1909		1908		1907		1906		1905		1904		1903		1902		1901		1900		1899		1898		1897		1896		1895		1894		1893		1892		1891		1890		1889		1888		1887		1886		1885		1884		1883		1882		1881		1880		1879		1878		1877		1876		1875		1874		1873		1872		1871		1870		1869		1868		1867		1866		1865		1864		1863		1862		1861		1860		1859		1858		1857		1856		1855		1854		1853		1852		1851		1850		1849		1848		1847		1846		1845		1844		1843		1842		1841		1840		1839		1838		1837		1836		1835		1834		1833		1832		1831		1830		1829		1828		1827		1826		1825		1824		1823		1822		1821		1820		1819		1818		1817		1816		1815		1814		1813		1812		1811		1810		1809		1808		1807		1806		1805		1804		1803		1802		1801		1800		1799		1798		1797		1796		1795		1794		1793		1792		1791		1790		1789		1788		1787		1786		1785		1784		1783		1782		1781		1780		1779		1778		1777		1776		1775		1774		1773		1772		1771		1770		1769		1768		1767		1766		1765		1764		1763		1762		1761		1760		1759		1758		1757		1756		1755		1754		1753		1752		1751		1750		1749		1748		1747		1746		1745		1744		1743		1742		1741		1740		1739		1738		1737		1736		1735		1734		1733		1732		1731		1730		1729		1728		1727		1726		1725		1724		1723		1722		1721		1720		1719		1718		1717		1716		1715		1714		1713		1712		1711		1710		1709		1708		1707		1706		1705		1704		1703		1702		1701		1700		1699		1698		1697		1696		1695		1694		1693		1692		1691		1690		1689		1688		1687		1686		1685		1684		1683		1682		1681		1680		1679		1678		1677		1676		1675		1674		1673		1672		1671		1670		1669		1668		1667		1666		1665		1664		1663		1662		1661		1660		1659		1658		1657		1656		1655		1654		1653		1652		1651		1650		1649		1648		1647		1646		1645		1644		1643		1642		1641		1640		1639		1638		1637		1636		1635		1634		1633		1632		1631		1630		1629		1628		1627		1626		1625		1624		1623		1622		1621		1620		1619		1618		1617		1616		1615		1614		1613		1612		1611		1610		1609		1608		1607		1606		1605		1604		1603		1602		1601		1600		1599		1598		1597		1596		1595		1594		1593		1592		1591		1590		1589		1588		1587		1586		1585		1584		1583		1582		1581		1580		1579		1578		1577		1576		1575		1574		1573		1572		1571		1570		1569		1568		1567		1566		1565		1564		1563		1562		1561		1560		1559		1558		1557		1556		1555		1554		1553		1552		1551		1550		1549		1548		1547		1546		1545		1544		1543		1542		1541		1540		1539		1538		1537		1536		1535		1534		1533		1532		1531		1530		1529		1528		1527		1526		1525		1524		1523		1522		1521		1520		1519		1518		1517		1516		1515		1514		1513		1512		1511		1510		1509		1508		1507		1506		1505		1504		1503		1502		1501		1500		1499		1498		1497		1496		1495		1494		1493		1492		1491		1490		1489		1488		1487		1486		1485		1484		1483		1482		1481		1480		1479		1478		1477		1476		1475		1474		1473		1472		1471		1470		1469		1468		1467		1466		1465		1464		1463		1462		1461		1460		1459		1458		1457		1456		1455		1454		1453		1452		1451		1450		1449		1448		1447		1446		1445		1444		1443		1442		1441		1440		1439		1438		1437		1436		1435		1434		1433		1432		1431		1430		1429		1428		1427		1426		1425		1424		1423		1422		1421		1420		1419		1418		1417		1416		1415		1414		1413		1412		1411		1410		1409		1408		1407		1406		1405		1404		1403		1402		1401		1400		1399		1398		1397		1396		1395		1394		1393		1392		1391		1390		1389		1388		1387		1386		1385		1384		1383		1382		1381		1380		1379		1378		1377		1376		1375		1374		1373		1372		1371		1370		1369		1368		1367		1366		1365		1364		1363		1362		1361		1360		1359		1358		1357		1356		1355		1354		1353		1352		1351		1350		1349		1348		1347		1346		1345		1344		1343		1342		1341		1340		1339		1338		1337		1336		1335		1334		1333		1332		1331		1330		1329		1328		1327		1326		1325		1324		1323		1322		1321		1320		1319		1318		1317		1316		1315		1314		1313		1312		1311		1310		1309		1308		1307		1306		1305		1304		1303		1302		1301		1300		1299		1298		1297		1296		1295		1294		1293		1292		1291		1290		1289		1288		1287		1286		1285		1284		1283		1282		1281		1280		1279		1278		1277		1276		1275		1274		1273		1272		1271		1270		1269		1268		1267		1266		1265		1264		1263		1262		1261		1260		1259		1258		1257		1256		1255		1254		1253		1252		1251		1250		1249		1248		1247		1246		1245		1244		1243		1242		1241		1240		1239		1238		1237		1236		1235		1234		1233		1232		1231		1230		1229		1228		1227		1226		1225		1224		1223		1222		1221		1220		1219		1218		1217		1216		1215		1214		1213		1212		1211		1210		1209		1208		1207		1206		1205		1204		1203		1202		1201		1200		1199		1198		1197		1196		1195		1194		1193		1192		1191		1190		1189		1188		1187		1186		1185		1184		1183		1182		1181		1180		1179		1178		1177		1176		1175		1174		1173		1172		1171		1170		1169		1168		1167		1166		1165		1164		1163		1162		1161		1160		1159		1158		1157		1156		1155		1154		1153		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AUTHORISED UNIT TRUSTS

Unit Trust Name	Investment Objective	Manager	Current Price	Change
Abney Unit Tr. Mgmt. (a)	1.3 & 1.5% Cash, ECU 0.1%	01-236 1833	1.10	-0.01
Abney Unit Tr. Mgmt. (b)	1.3 & 1.5% Cash, ECU 0.1%	01-236 1833	1.10	-0.01
Abney Unit Tr. Mgmt. (c)	1.3 & 1.5% Cash, ECU 0.1%	01-236 1833	1.10	-0.01
Abney Unit Tr. Mgmt. (d)	1.3 & 1.5% Cash, ECU 0.1%	01-236 1833	1.10	-0.01
Abney Unit Tr. Mgmt. (e)	1.3 & 1.5% Cash, ECU 0.1%	01-236 1833	1.10	-0.01
Abney Unit Tr. Mgmt. (f)	1.3 & 1.5% Cash, ECU 0.1%	01-236 1833	1.10	-0.01
Abney Unit Tr. Mgmt. (g)	1.3 & 1.5% Cash, ECU 0.1%	01-236 1833	1.10	-0.01
Abney Unit Tr. Mgmt. (h)	1.3 & 1.5% Cash, ECU 0.1%	01-236 1833	1.10	-0.01
Abney Unit Tr. Mgmt. (i)	1.3 & 1.5% Cash, ECU 0.1%	01-236 1833	1.10	-0.01
Abney Unit Tr. Mgmt. (j)	1.3 & 1.5% Cash, ECU 0.1%	01-236 1833	1.10	-0.01
Abney Unit Tr. Mgmt. (k)	1.3 & 1.5% Cash, ECU 0.1%	01-236 1833	1.10	-0.01
Abney Unit Tr. Mgmt. (l)	1.3 & 1.5% Cash, ECU 0.1%	01-236 1833	1.10	-0.01
Abney Unit Tr. Mgmt. (m)	1.3 & 1.5% Cash, ECU 0.1%	01-236 1833	1.10	-0.01
Abney Unit Tr. Mgmt. (n)	1.3 & 1.5% Cash, ECU 0.1%	01-236 1833	1.10	-0.01
Abney Unit Tr. Mgmt. (o)	1.3 & 1.5% Cash, ECU 0.1%	01-236 1833	1.10	-0.01
Abney Unit Tr. Mgmt. (p)	1.3 & 1.5% Cash, ECU 0.1%	01-236 1833	1.10	-0.01
Abney Unit Tr. Mgmt. (q)	1.3 & 1.5% Cash, ECU 0.1%	01-236 1833	1.10	-0.01
Abney Unit Tr. Mgmt. (r)	1.3 & 1.5% Cash, ECU 0.1%	01-236 1833	1.10	-0.01
Abney Unit Tr. Mgmt. (s)	1.3 & 1.5% Cash, ECU 0.1%	01-236 1833	1.10	-0.01
Abney Unit Tr. Mgmt. (t)	1.3 & 1.5% Cash, ECU 0.1%	01-236 1833	1.10	-0.01
Abney Unit Tr. Mgmt. (u)	1.3 & 1.5% Cash, ECU 0.1%	01-236 1833	1.10	-0.01
Abney Unit Tr. Mgmt. (v)	1.3 & 1.5% Cash, ECU 0.1%	01-236 1833	1.10	-0.01
Abney Unit Tr. Mgmt. (w)	1.3 & 1.5% Cash, ECU 0.1%	01-236 1833	1.10	-0.01
Abney Unit Tr. Mgmt. (x)	1.3 & 1.5% Cash, ECU 0.1%	01-236 1833	1.10	-0.01
Abney Unit Tr. Mgmt. (y)	1.3 & 1.5% Cash, ECU 0.1%	01-236 1833	1.10	-0.01
Abney Unit Tr. Mgmt. (z)	1.3 & 1.5% Cash, ECU 0.1%	01-236 1833	1.10	-0.01

FT UNIT TRUST INFORMATION SERVICE

<p>James Finlay Unit Trust Mgmt. Ltd. 10-14, New Street, Glasgow 041-204 1321</p> <p>Robert Fleming & Co Ltd. 8, Crosby Square, EC2A 4AN 01-636 5858</p> <p>Franklin Group (a) 1, London Wall, EC2M 5SP 01-626 5181</p> <p>Grays Shipley & Co. Ltd. (a)(b) 1, 11, 13, 15, 17, 19, 21, 23, 25, 27, 29, 31, 33, 35, 37, 39, 41, 43, 45, 47, 49, 51, 53, 55, 57, 59, 61, 63, 65, 67, 69, 71, 73, 75, 77, 79, 81, 83, 85, 87, 89, 91, 93, 95, 97, 99, 101, 103, 105, 107, 109, 111, 113, 115, 117, 119, 121, 123, 125, 127, 129, 131, 133, 135, 137, 139, 141, 143, 145, 147, 149, 151, 153, 155, 157, 159, 161, 163, 165, 167, 169, 171, 173, 175, 177, 179, 181, 183, 185, 187, 189, 191, 193, 195, 197, 199, 201, 203, 205, 207, 209, 211, 213, 215, 217, 219, 221, 223, 225, 227, 229, 231, 233, 235, 237, 239, 241, 243, 245, 247, 249, 251, 253, 255, 257, 259, 261, 263, 265, 267, 269, 271, 273, 275, 277, 279, 281, 283, 285, 287, 289, 291, 293, 295, 297, 299, 301, 303, 305, 307, 309, 311, 313, 315, 317, 319, 321, 323, 325, 327, 329, 331, 333, 335, 337, 339, 341, 343, 345, 347, 349, 351, 353, 355, 357, 359, 361, 363, 365, 367, 369, 371, 373, 375, 377, 379, 381, 383, 385, 387, 389, 391, 393, 395, 397, 399, 401, 403, 405, 407, 409, 411, 413, 415, 417, 419, 421, 423, 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Money Market Bank Accounts

COMMODITIES AND AGRICULTURE

Warning on Indian raw jute shortage

By P. C. Mahanti in Calcutta

MORE INDIAN jute mills could close soon unless a quick solution to the raw jute supply crisis is found, warns Mr B. J. Jaisan, chairman of the Indian Jute Mills Association.

An acute and persistent shortage of raw material, coupled with troubled industrial relations in some cases, has forced 16 mills to put up the shutters in the past two months, putting about 7,000 people out of work.

The 16 mills of stocks in the mills still working will keep them operating for only six more weeks, Mr Jaisan says, and new crop supplies will not be available until the end of July. There is no possibility of filling the gap by adding to the 300,000 bales already imported, with great difficulty, from Bangladesh this season.

Even if extra jute could be found, the financially weak closed mills would not be able to afford it. Jute goods are becoming increasingly unsaleable because of abnormally high manufacturing costs.

The industry has suggested organised stock closures of mills or a more stable and regulated supply of the available fibre. The Government is not expected to allow further closures, however, as this would lead to still tighter supplies of jute goods and a rise in prices, which are already considered too high by domestic and overseas buyers alike.

Chinese grain change urged

PEKING—China should encourage grain markets involving private as well as state and co-operative wholesalers, to help peasants sell grain between provinces, according to Xue Muqiao, an economist.

The move is necessary as China plans to end mandatory state purchases and sales of grain this year, he was reported as saying by the New China News Agency, Reuters.

Straits tin price drops further

BY OUR COMMODITIES STAFF

THE STRAITS tin price in Kuala Lumpur was allowed to drop to a new seven-year low yesterday as the International Tin Agreement's buffer stock manager continued to withhold support from the market. The price, which dropped below the ITA "floor" price of M\$28.15 a week earlier, lost another 30 cents to M\$27.85 a kilo.

In allowing the price to slip below the floor level the buffer stock manager was using, for the first time, the flexibility in his operations granted at last month's International Tin Council meeting.

The policy has been defended by the Malaysian Government as a "properly considered course" to allow differentials between prices in Kuala Lumpur and on the London Metal Exchange (LME) to revert to a more normal level. The differential had become distorted because of defence of the floor level in Kuala Lumpur had prevented the price there from reflecting the tone on the LME, where prices had responded to a monetary exchange rate changes.

Lord Mayor will launch freight futures today

BY JOHN EDWARDS, COMMODITIES EDITOR

THE FIRST freight futures market in the world will be launched by Sir Alan Trill, Lord Mayor of London, on the Baltic Exchange at 11 a.m. today.

Known as Biffex (the Baltic International Freight Futures Exchange), it will trade initially on a futures contract based on the Baltic Freight Index for bulk dry cargo goods such as grain, coal, iron ore, sugar and fertilisers.

Mr Paul Vogt, chairman of Biffex, said yesterday he expected the market to attract a lot of interest from charterers, especially grain shippers, who had been pressing for the market to be launched for some years.

Shippers were not used to the concept of futures trading,

On the LME yesterday the cash standard tin price fell £70 to £9,285 a tonne under the influence of sterling's continued recovery against the dollar. Dealers said the market steadied after an early fall as the failure of the market to make renewed test of recent lows prompted speculators to cover against earlier short sales.

Currency factors also led to further falls in other LME base metals quotations. The biggest fall was registered in the copper market, where the cash high grade quotation lost another £31 to close at £1,222 a tonne. The heavy liquidation was attributed to the lacklustre performance of U.S. futures as well as the dollar's decline. Speculative buying was attracted at the reduced price levels, however, and the market closed on a fairly firm note.

Reduced concern about the shortage of supplies available for immediate delivery was reflected in a narrowing in the cash premium over three-month delivery copper from £41.75 to £27.75 a tonne.

Lord Mayor will launch freight futures today

BY JOHN EDWARDS, COMMODITIES EDITOR

but they would probably come in at a later date. He thought there might also be some trade speculation, but there were unlikely to be many private speculators on the market.

Biffex represents an attempt by the London futures industry to try to establish a new market to resist the growing competition from the U.S. exchanges. Mr Vogt said that at a rough estimate a market of £10bn (£8bn) a year was spent on dry cargo freight alone, so there was a huge potential. A large proportion of this business was transacted through the Baltic Exchange, which set international spot freight rates.

If the bulk dry cargo futures contract proves successful, markets for oil tankers and other freight rates are likely to follow.

Jamaican bauxite output down

By Canute James in Kingston

JAMAICA'S BAUXITE output fell 42.4 per cent in the first quarter of this year, compared with the corresponding period of last year. The Jamaica Bauxite Institute reported that in the three-month period production was 1,442m tonnes. The industry is predicting total output of 6m tonnes this year, following 8.5m tonnes last year.

Earnings from the industry, of which Jamaica is the world's third largest producer, are expected to fall from last year's U.S.\$220m (£177m) to about U.S.\$145m.

So accustomed are we now to tales of enormous yields of 3 to 4 tonnes an acre—tales often told in conferences and public and well supported by some evidence—that it would stand up in a court of law—that we worry unduly, I think, that we are not keeping up with the farming Jones.

I am not too worried about the apparent thinness. There are a few general mavericks where perhaps water lay or the snow had blown off leaving the frost to do its worst in lifting the surface and breaking the plant away from its roots. But it is a matter of fine judgment to decide whether

it would be more profitable to leave a thin crop or plough it up and plant again.

I have also noticed shade damage for the first time. There are of course no leaves yet on the woods and rows around my fields, but they have been throwing sufficient shade from the low winter and spring sun for some boundaries to show a definite retarding of growth compared with those areas which the sun, however weak, could reach.

The real problem is the grass which although well fertilised is showing little sign of growth. Even the lawn, which usually begins to clamour for attention at this time of year, is making

little progress. My pastures are particularly bare, and this shows up the flints with which my farm is over-endowed. A week ago the grass was just beginning to grow against the sheep but they have got well on top of it again.

Ewes and lambs will always do well on short fresh grass, and, in spite of the winter, do not look too bad. But I have had to start feeding them again as the lambs are getting quite big and I am afraid of the ewes losing their milk. This is particularly frustrating as I had set aside

This is because much of my land became almost case hardened as it dried out. This is particularly so with a field of broad beans, being grown for seed, which was well beaten down after planting and where the germinating beans are having difficulty breaking through the surface. A good rain should help them get through into the light of day.

As to the prospects it is far too soon to become depressed. Wheat in particular has enormous powers of recuperation, sending out tillers which grow into ears to try and fill the empty spaces. What determines the yield is the size of the grain and not the number of ears to the square yard.

Long time and used to be told that if one could walk across a field in March and put a foot on a wheat plant with every step there would be enough to make a crop. Mine are certainly a good deal better than that.

The spring-sown barley, although being sown for the time of year, is quite a good plant, as are the oats and the peas. I have a feeling that this year, for a change, the spring-sown crops are going to do better than the winter-sown, simply because they have not had the checks to growth. Anyway the best has been done for them and the next move is up to the weather which is absolutely unpredictable.

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IT USED to be said that a good winter wheat crop should show enough growth by the last week in March to hide a hare. I was walking through one of my fields last week and could clearly see a hare hopping along in front of me and another crouched in its form some 30 yards away.

The plant was sparser than I like to see it, obviously frost had killed off some seedlings and there were definite gaps in some of the rows. In fact it looked very much like the sort of crop grown 40 years ago before modern technology in the form of plant breeding, fertilisers and weedkillers took over our lives and made the growing of poorish crops a matter of shame and not bad luck.

So accustomed are we now to tales of enormous yields of 3 to 4 tonnes an acre—tales often told in conferences and public and well supported by some evidence—that it would stand up in a court of law—that we worry unduly, I think, that we are not keeping up with the farming Jones.

I am not too worried about the apparent thinness. There are a few general mavericks where perhaps water lay or the snow had blown off leaving the frost to do its worst in lifting the surface and breaking the plant away from its roots. But it is a matter of fine judgment to decide whether

it would be more profitable to leave a thin crop or plough it up and plant again.

I have also noticed shade damage for the first time. There are of course no leaves yet on the woods and rows around my fields, but they have been throwing sufficient shade from the low winter and spring sun for some boundaries to show a definite retarding of growth compared with those areas which the sun, however weak, could reach.

The real problem is the grass which although well fertilised is showing little sign of growth. Even the lawn, which usually begins to clamour for attention at this time of year, is making

little progress. My pastures are particularly bare, and this shows up the flints with which my farm is over-endowed. A week ago the grass was just beginning to grow against the sheep but they have got well on top of it again.

Ewes and lambs will always do well on short fresh grass, and, in spite of the winter, do not look too bad. But I have had to start feeding them again as the lambs are getting quite big and I am afraid of the ewes losing their milk. This is particularly frustrating as I had set aside

This is because much of my land became almost case hardened as it dried out. This is particularly so with a field of broad beans, being grown for seed, which was well beaten down after planting and where the germinating beans are having difficulty breaking through the surface. A good rain should help them get through into the light of day.

As to the prospects it is far too soon to become depressed. Wheat in particular has enormous powers of recuperation, sending out tillers which grow into ears to try and fill the empty spaces. What determines the yield is the size of the grain and not the number of ears to the square yard.

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FINANCIAL TIMES SURVEY

Software Packages for Business

Software packages, which are computer programs general enough to suit many business users, are the fastest growing sector of an expanding industry. Economies of scale are behind the success

Growth pains biting

By Alan Cane

THE WORLD-WIDE market for computer software packages, costing under \$1,000 was worth precisely nothing five years ago. Last year, its value had

increased to \$562m and Infocorp, a California-based marketing consultancy, is predicting it will be worth \$4.2bn by 1989.

Other experts make similar predictions. London-based IDC Europe estimated the microcomputer package software market at \$468m for West Europe alone in 1983, and believes it will grow to \$5.2bn by 1989.

It says: "Microcomputer packaged software is the fastest growing segment of the packaged software market which itself is the fastest growing segment of the software and services industry."

Packaged software is a generalised computer program or suite of programs, designed to carry out a specific task for a number of users—provided they are prepared to modify their business activities to suit the package and not vice versa. The costs of developing and marketing are thus shared between a number of users.

The importance and potential of this method of developing and marketing software has been recognised by most of the major software houses for many years now. Management Science America (MSA), the world's largest independent software supplier, grew to reach revenues exceeding \$130m in 1984 through sales of business applications packages—accounting

payroll and so on—designed to run on mainframe computers.

The approach was—and is—uncompromising. Packages, it argues, were meant to be installed without modification to preserve economies of scale.

Other companies have been less fastidious. BIS, for example, which wrote and markets one of the few internationally successful UK packages, the Midas banking suite, cheerfully tailored each package to suit the customer's requirements. The work typically took less than three months, and compares with a year or more for a system written from scratch.

The economics of software production have inexorably driven the industry towards packaged solutions.

Advanced

Creating software from scratch is expensive for many potential computer users. It is impossible to do. And there is no sign that bespoke, or specially tailored, software will get cheaper in the foreseeable future.

Programmers are expensive and in short supply. Their productivity—or lack of it—is a continual source of anxiety to hard-pressed data processing managers trying to clear their backlog of requests for new applications.

Progress towards computer systems which write their own programs is also slow, although a number of installations are making headway with so-called fourth generation languages (GLs)—programs which make it simpler for professional programmers to write software efficiently.

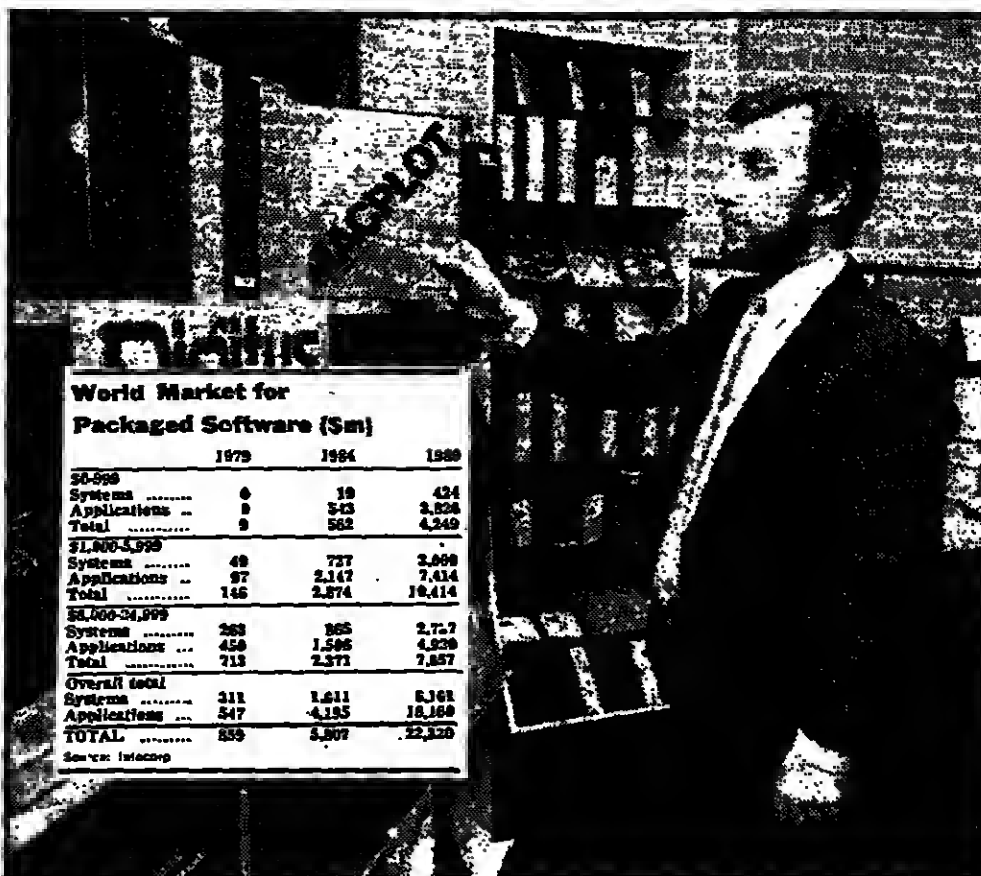
A recent survey of 622 computer installations in the UK by Inbucon Management Consultants revealed, however, that just over a quarter were using these advanced software development aids. Of the rest, almost 70 per cent used packaged software.

The economies are inescapable. A piece of bespoke software can easily cost from \$50,000 to \$500,000 to write. Packaged and marketed to multiple users, the cost to each comes down to a few thousand dollars. At the micro end of the market, where thousands of copies may be sold, the price comes down even more dramatically.

Experienced data processing professionals are frequently shaken these days to find that an application software package, for which they would have paid thousands of dollars only a few years ago to run on their mainframes, now costs only a few hundred dollars packaged to run on a micro.

The advent of the microcomputer in the late 1970s provided a major fillip to the packaged software industry; the corporate best sellers list compiled by the authoritative U.S. publication *Software News* features companies that were scarcely in existence before 1980.

There is Lotus Development, for example (revenues last year \$157m), which has achieved spectacular success with its integrated package 1-2-3, combining spreadsheet, database management and graphics; or Ashton-Tate which markets dBase II, perhaps the best known of all the database management micro packages.



Software packages on display at Digiput Consultants in London's Covent Garden

Of the top 25 package vendors listed by *Software News* in January this year, only one, IBM, has a track record extending back before the micro revolution.

But there are fears that the meteoric growth of many of these companies will falter and tail away. IDC's figures suggest that IBM has overtaken the traditional micro vendors to become the largest hardware vendor selling microsoftware.

It has recently announced its own proprietary Business Management Series of micro software and there is every reason to believe it will maintain and increase its market share.

In one of the regular fluctuations to be expected in what is a very volatile market, retail sales of packaged software for micros in the U.S. appear to be

declining. Infocorp's retail sales index, set at 100 in November 1984, was only 84 in terms of units sold and 53 in terms of value of sales by January 1985, an indication that a previous surge in purchasing has come to an end.

Sales of 15 titles accounted for 54 per cent of the market and 17 publishers accounted for 70 per cent of unit sales.

It is a market characterised by a small number of successful products; the high cost of entry is now effectively deterring new competition. Huge promotional efforts are needed if a new product is to be differentiated from its competitors. To package a program professionally can cost over \$20,000. A major advertising campaign can cost \$5m.

End user computing drives the micro software market, IDC

says. "This puts purchasing power into the hands of the end user, and marketing into the realm of targeting small businesses and departments of larger organisations."

"The principal consequences of this trend is that mass marketing techniques are required for micro software. This means advertising in non-trade media and mass distribution; selling and retailing techniques that have more in common with the pop record industry than with data processing."

Software vendors are becoming familiar with a business that spends upward while a package feeds on its own success and plummets downwards if it fails to meet its design criteria or collects poor reviews. And just as there are predictions that only a handful of

companies will be left in the microcomputer hardware business in a few years (with IBM the only certainty to stay the course) so the view is growing that only a handful of micro software companies will be left after the shakeout. MSA, for example, is returning to its traditional mainframe package business after a disastrous experiment with retailing micro software.

And there are worries about the failure of even the more innovative software houses to develop full product families. Personal computer users, for example, seem to need chiefly four principal applications—spreadsheets, exemplified by Visicalc from Visicalc, database management—dBase II from Ashton-Tate, for example; word processing, of which the best known is WordStar from Micropro; and graphics represented by Chartmaster from Decision Resources.

Maturing

Then there are the integrated packages which collect together a series of applications sharing the same information on the same floppy disk, like 1-2-3.

Lotus, however, has not managed to repeat the success of 1-2-3 with Symphony, a much more sophisticated integrated offering, and is now some months late with Jazz, an integrated package for the innovative Apple Macintosh which should have smoothed Apple's path into the business computing world.

The mighty Microsoft, first microsoftware company to break \$100m in revenues has still to release Windows, a package which makes it possible to divide the video screen into a number of working sections.

IBM has not had great reviews for its own "windowing" product, Topview, and Ashton-Tate's offering in integrated software, Framework, is not repeating the acclaim of dBase II.

The general conclusion is that the microsoftware business is maturing and stabilising, although not without serious growing pains. The announcement last month that Lotus Development had merged with Software Arts, the company which developed Visicalc, may

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point to a trend towards a smaller number of larger, more stable companies with a better balanced portfolio of products.

It also has an agreement with Cullinet, a database specialist, to develop micro-to-mainframe software. IBM has, for some months been operating a scheme where it repackages and markets the best software from independent vendors.

The packaged software market for multi-user systems, that means mainframes and minis, is a world apart.

In Western Europe, for example, in 1983 IBM had revenues of \$649.3, representing 38.7 per cent of the total market. In second place was ICL of the UK with 4.6 per cent, and in third place Siemens of West Germany with 4.4 per cent.

Among the independent vendors, Cincom came top with revenues of \$26m and a market share of 3.3 per cent, followed by Computer Associates and ADR, all of the U.S. In fourth place came Sema of France with 1.3 per cent of the market.

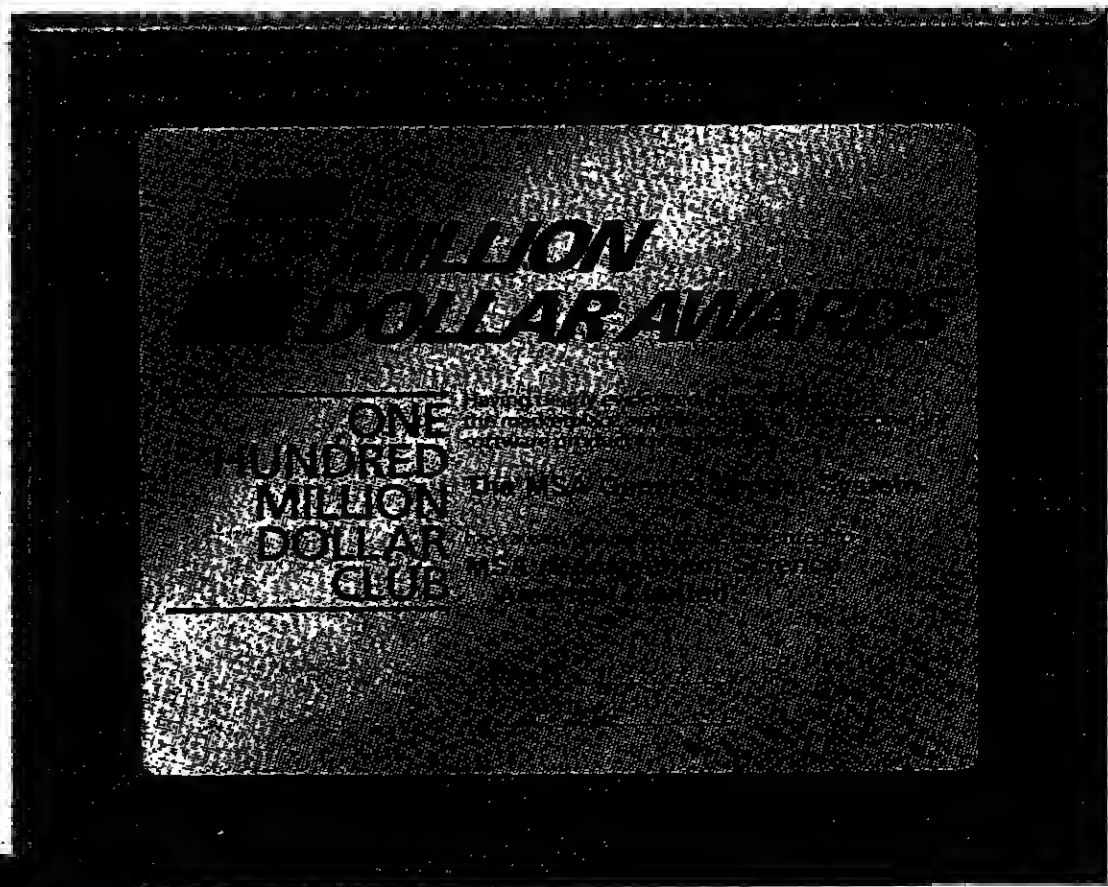
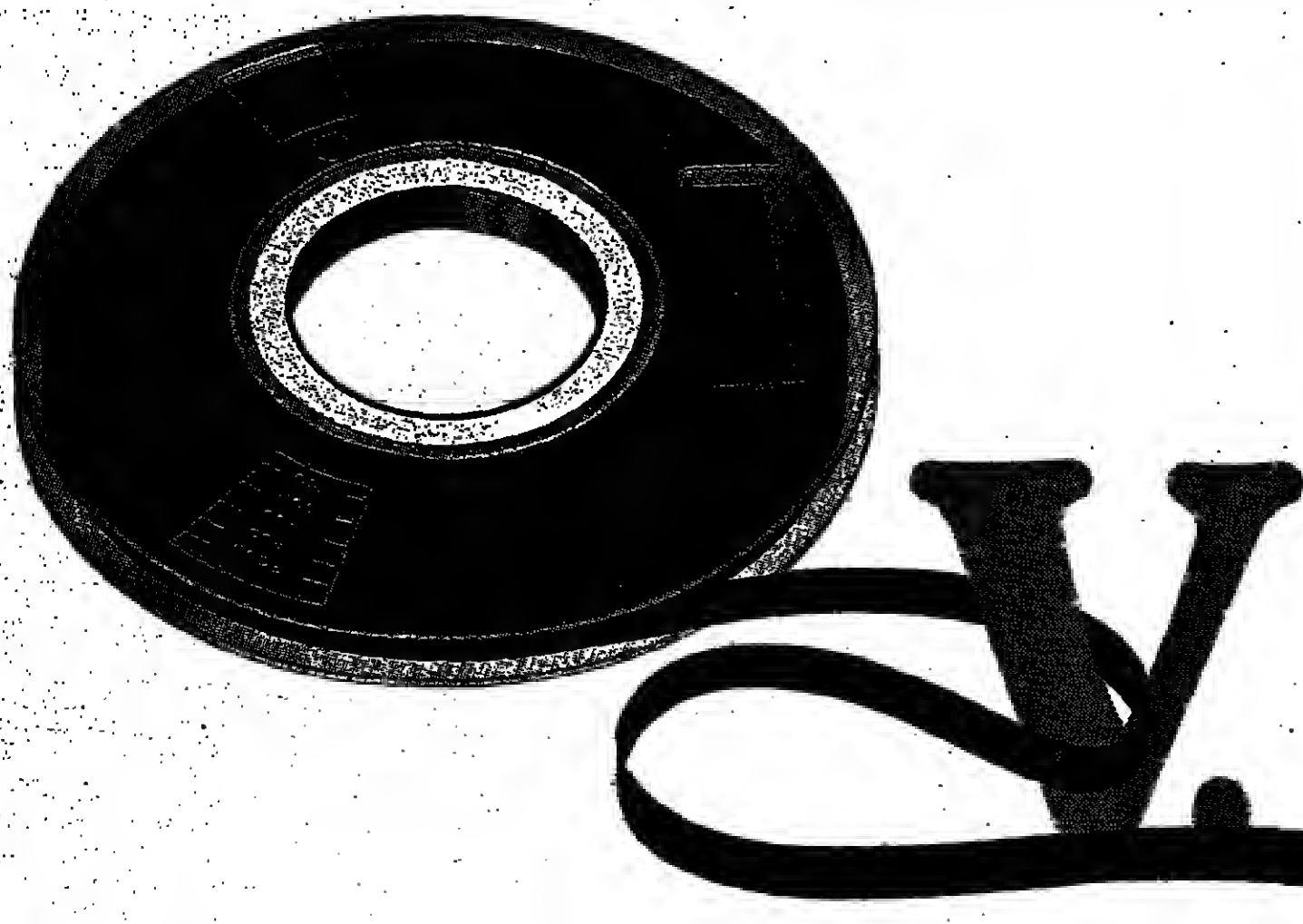
Consultants suggest that the balance between spending on hardware, custom software, and packaged software, which was 67:17:15 in 1983, will shift by 1989 to 57:17:26.

So the packaged software business seems certain to gain ground in a steady and predictable fashion at the upper end of the market and in a less predictable fashion at the micro end.

What is certain is that IBM will be there at every level. "When you think software, think IBM" was the message it was pushing at a recent large U.S. software exhibition.

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The Software Company

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THE GENIUS
TO COMPUTERS.**



It took the genius of MSA to turn a blank reel of computer tape into a \$100,000,000 award, and it's this same genius that has made MSA the largest independent applications software company in the world. A position which we intend to maintain by continuously developing, testing and refining our mainframe software packages.

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ware products that cover the entire spectrum of applications. At MSA, we don't just talk about state-of-the-art; we deliver it! Our skills are unmatched in the computer industry, but just as importantly, we have the applications expertise to fully appreciate the unique demands of your business.

If you are currently assessing mainframe applications packages, you will undoubtedly find our Software Evaluation Handbook helpful. To obtain your copy, or for more information on specific MSA packages, simply complete the coupon, or ring Barbara Carpenter right now, on (0628) 39242.

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Software Packages 2

Applications put on the rack

Integrated
ERIC BAGSHAW

INTEGRATED PACKAGES are to applications software what rack-mounted stereo systems are to hi-fi.

In hi-fi's early days the enthusiast was forced to buy components from a wide variety of sources and manufacturers, as companies often had only a single type of product such as amplifiers. This disparate collection of devices had to be assembled and integrated by the purchaser into a working whole—a process requiring some skill and usually proficiency with a soldering iron.

Now anyone can walk into a high street store and purchase a "rack system" of electronically and aesthetically matched components that can be taken home and plugged in. This same progression has been seen with software.

The best-selling packages of a few years ago in each of the major areas, wordprocessing, database, spreadsheet and business graphics were from different sources. Although interchange of data was possible it was cumbersome and for the novice, a fraught process.

Changing from one application to another was a process taking many seconds, if not minutes. The operational methods, documentation and appearance to the user also reflected the varying authors' and manufacturers' standards.

Integrated packages have been promoted as the solution to these problems. They are a number of applications grouped in a single package. They are a relatively recent arrival on the computer software market place, and few are more than 18 months old.

The first system in the now familiar mold was Open Access, closely followed by Symphony, Framework and Smart.

All integrated packages cover the "big four" applications of database, wordprocessing, spreadsheet and business graphics and many have other strings to this collective bow—especially in communications, on-screen calculators and diary options.

For an application area to be successful it must have some positive benefits to offer the potential purchaser. Those found with integrated packages are:

Easy Data Interchange. One of the most persuasive reasons for selecting an integrated package is the ease with which data from one application can be interchanged and incorporated into another area. This can allow selected information to be passed from, say, the database to the spreadsheet for "what if?" analysis and then the results sent to the graphic module for plotting.

Easy Application Interchange. Many junior staff may be occupied by a single application package for most of their time, such as wordprocessing. In contrast, a manager or executive will often use a wide range of applications for short periods of time and require swift interchange.

Style

Common Face. An integrated package can make a great contribution to a computer system's ease of use. A group of packages from different manufacturers will almost always exhibit widely different command structures. To move the cursor up, the database may use control "E," the wordprocessor control "U" and the spreadsheet the "arrow" keys. This is both confusing and potentially dangerous and will extend the time taken to master the system.

The integrated package will offer a uniform range of commands with the keys having common functions. In addition, the documentation's style and structure will also be uniform.

common amongst these packages is the facility for external data capture. This is the ability to bring into the system information from the "outside world." Most will accept data from the storage formats used by the best-selling individual packages which will aid users changing over to the new package or to capture information from a colleague's computer.

The most open interchange standards is ASCII. This is simple "raw" text which may be picked up by having the other system writing data to the disk. They can accept only partially structured data and can therefore link into accounts systems and even on-line databases.

Automatically linking to an accounts package via this type of interface can be useful. It will allow the data from any of the ledgers to go through many levels of analysis, spreadsheet modelling, selective reporting with the database, mail shots with the wordprocessor and even graphic plots, processes impossible with most accounts systems.

Programming Languages. A number of the systems also incorporate, for the more advanced user, a "mini" programming language. This can facilitate the capable user (or the dealer) to extend the system to perform complex series of actions initiated via simple menu (a series of numbered options) driven commands. By this route the packages can be designed for specific applications, say an estate agent or insurance broker, performing their own unique and often sophisticated requirements in a simple and straightforward manner.

Setting up such a system can be complex, as it does involve programming. But once initiated it can be operated by someone with little knowledge of the procedures behind the simple menu options.

Keystroke Macros. The keystroke macros is a less ambitious but still a very useful facility. With this option, repetitive functions which involve a large number of key depressions can be automated by "teaching" them to the computer. The system is placed into "learn mode" and the macro given a name. The desired series of key depressions are then made and automatically saved through the computer's disk. The next time these are required the whole series can be re-run by issuing the name of the original macro.

Sophisticated

Cost. Last, but far from least, is the price. An integrated package with at least four application modules will cost about £500. To achieve similar facilities by purchasing individual packages could cost £1,200 or more.

The appearance of the integrated package is directly due to the increased power provided by the jump from eight to 16-bit chip systems. The eight-bit systems are limited to 64K RAM (1K=1,024 characters) memory; the 16-bit can handle a theoretical 1MB, or 16 times this amount.

Allied with more sophisticated processing power and larger disk storage, this advance has made the integrated package a reality. The present range breaks down into two sub-divisions—disk and RAM based. With the RAM-based package, both the programs and data reside totally within the computers' internal memory. The disks are accessed only for the initial program and data loading and to save the data at the end of a session.

This means all facilities are instantly available and many can have multiple modules in action simultaneously by the use of windows. Using the window technique (partitioned areas like miniature screens upon a single main screen), one



Mitchell Kapor, president and co-founder of Lotus, and Ben Rosen, lead investor in raising venture capital for the company

area may be a spreadsheet whilst another is displaying the data plotted into a pie-chart. RAM, even with 16-bit systems, is a finite resource and imposes limitations. Those limitations impact in the areas of total data store and program size—therefore RAM-based packages tend not to have a wealth of program facilities.

With the disk-based packages, the programs for each module are loaded as and when needed and the disk is in constant use for data store throughout an applications use. These packages are therefore able to support more sophisticated applications—programs and have large data storage abilities.

This is not to say though that all packages of this type have made use of this opportunity, some have less facilities than their RAM-based counterparts. Another feature which is possible with the disk-based

systems is the sharing of current data between users with the increasingly popular multi-user and networking micros. This is because the data with a RAM-based system is inside the memory of the individual terminal and may have been changed since it was first loaded from disk.

The penalty paid though for using the disk is a lack of the multiple application windows and less slick data and application interchange methods.

It will be interesting to monitor the growth of the integrated packages within the market and their effects upon the sales of individual packages. The other potential area of interest will be whether independent suppliers make use of the in-built programming languages present on some systems to develop packages.

General pointers toward selection

By ERIC BAGSHAW

MUCH OF today's hi-fi is purchased in the integrated rack-mounted form but a significant portion is still bought as individual components and assembled by the user. For the person with specific needs or an enthusiast looking for the ultimate, this is often the only route.

The following general pointers can be used to select the correct range of software packages.

INDIVIDUAL PACKAGES: These are called for if you have only one or two applications or very specific and sophisticated requirements and if speed/ease of interchange is a low priority.

RAM-BASED INTEGRATED: These packages are ideal for users requiring the maximum interchange of data and applications but may not require a wealth of facilities in all modules or very large amounts of data storage as this is limited by the availability of RAM.

DISK-BASED INTEGRATED: In many ways a compromise between individual and integrated packages. The best combine the sophistication and storage capacities found with individual packages but the common face and ease of data interchange of the integrated. However, do not expect the high speed of application interchange which is only possible with RAM-based packages.

When selecting a package pay particular attention to the abilities of each module—it is unlikely that all the modules of an integrated package will be equally important. Each user will have his own needs. For one wordprocessing may be the most important option, for another it may be the spreadsheet. Therefore, carefully assess your own requirements and pick a system whose strengths lie in these areas as closely as possible.

The emergence of integrated packages is due to the increases in hardware power brought about by 16-bit processors. These packages therefore tend to be rather demanding when it comes to hardware resources. You can only just run most of the RAM-based packages on 640K; at least twice this will be required to make them sing and dance.

Many of the disk-based packages require a little less in the way of RAM but operate best on a hard disk. Other ancillary costs can include extra boards and an expensive monitor to do justice to the full colour business graphics (pie charts, histograms etc.) that most producers of hi-end output of the charts the best quality will be achieved with a plotter but many can also drive standard dot matrix printers with acceptable results.

RAM and disk in a new wave

ALL THE following packages are available on best-selling micros such as the ACT Apiret range and IBM PCs (and close look-alikes). They are representative of the new wave of software that makes great use of the hardware's programmable function key facilities such as ACT's micro-screen and IBM's templates. All of the systems have at least database, wordprocessing, spreadsheet and business graphics modules.

Two representatives of this type of system are Framework (Ashton Tate, 0908-568366, priced £550) and Symphony (Lotus, 0793-840281, £550). Both are from companies with a best-selling package to its credit, Ashton Tate with the database, dBase II (and new version III) and Lotus with the spreadsheet, Lotus 1-2-3.

Framework is not based on a database but can link to its full-blown relative, dBase II and III. Instead it is a series of moderately powerful modules linked by a window technique called outlining which allows related work in any of the applications to be signed together in headings and sub-heading groupings.

Symphony borrows on its

1-2-3 origins, the whole system being built around a powerful spreadsheet. Both use multiple window techniques, have a communications program and incorporate "progressing" options.

DISK-BASED Two typical disk-based systems are Open Access (written by SPI, available from ACT 021-455-7000, £450) and Smart (written by Ingo-ve software available from Paradigm 01-228 5008, £395). Both possess a range of application modules with power and facilities comparable to many individual applications packages. They can be purchased as a complete system or as separate modules.

Open Access possesses a powerful and flexible multi-file relational database with a query language and a spreadsheet with gatekeeping abilities. Smart has a comprehensive programming option as well as a multi-file database and sophisticated wordprocessor.

Both systems have diary options and keystroke macros and, of the two, only Open Access has a communications program.

Eric Bagshaw

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Growth shows little sign of fading out

Mainframes
PHILIP MANCHESTER

SYSTEMS SOFTWARE was the first area of the software market where packaged products emerged. Long before the shelves of microcomputer stores were groaning under the weight of spreadsheet, database and word-processing packages, mainframe users were spending hundreds of thousands of pounds on large-scale versions of the same sort of thing for their computer systems.

In spite of systems software being mainly the province of computer manufacturers, a significant independent industry has grown alongside those manufacturers over the past 15 years. This has mainly consisted of the enormous IBM market, with an estimated 32,000 mainframe sites worldwide. This market has been growing steadily at a rate of between 20 per cent and 30 per cent for a decade and shows no signs of falling off.

Latest figures from the U.S. market research company IDC show a steady growth of 25 per cent per annum between 1969 and 1980, when the total market for mainframe packaged software (including applications packages) in Western Europe will hit \$3.5bn.

These figures are typical of the first division of mainframe systems software suppliers and their role in mainframe users' plans has taken on a greater significance since the cost of mainframe hardware began to fall dramatically at the end of the 1970s. The fall in hardware costs has led to the hardware supplier becoming less inclined to offer the extensive support once seen as an industry norm.

For instance, when IBM launched the 4300 in 1979, it restructured its support strategy in such a way as to make it very expensive for users to obtain support.

The independent software suppliers have, to a great extent, filled that gap and now help users plan their installations, advise on proposed system improvements and generally provide "handholding" which would, previously, have been provided by IBM.

It is generally acknowledged that the independent industry began with the unbundling of software and hardware at the end of the 1960s. In 1969, IBM announced that it would charge extra for its systems software. The other major mainframe manufacturers quickly followed suit.

Independent

System software is defined as that software close to the computer which handles the "housekeeping" chores in any system — such as database management, communications and job scheduling. Where mainframe computer users had, in the past, taken the manufacturers' offerings because it was included in the overall price, unbundling allowed them to look for alternatives in the open market.

In the past the independent suppliers have been able to offer much higher quality products than the manufacturers' offerings by targeting a specific sector of the market and concentrating both their technical and marketing forces on that sector. In recent years, however, independents have offered a wide range of products which matches that of the manufacturer.

The two main areas where independents have scored successes have been in database software and transaction processing. In the IBM marketplace this has been a result of the inadequacies of the manufacturers' products.

There is an argument that the hardware manufacturer is not the best supplier of software. IBM, for example, is often held up as the villain of the software world with its philosophy of making software inefficient so as to sell more

hardware to make up for the bad performance. Even so, IBM is still the largest supplier of systems software to its customers, with an estimated 25 per cent of the European market.

Since the beginning of the 1980s the independent software suppliers have adopted a strategy of offering a complete alternative software philosophy — integrating database, transaction processing and end-user tools into a single all-purpose system.

All the major suppliers — Cullinet, Computer Associates, Cincom, Applied Data Research and Software AG — have gone this route over the past five years and it appears to have had some success. As a result, software suppliers are deeply involved in mainframe installations and often reach beyond the data processing department to the users.

Mr Milner, of Cullinet, says mainframe users are increasingly turning to software companies to solve their system problems. In the past they would have turned to the manufacturer or done the job themselves.

"The mainframe packaged software business is much more stable nowadays and the new application development aids — fourth-generation languages — are accepted rather than being speculative products," he says.

"A lot of our customers come to us because they are looking for both systems software and applications."

Cincom, another major supplier, has achieved this with its MANTIS package and ADR has done the same with its DATA-Computer Associates, said to be on the verge of announcing a similar "total" package sees this as the way things are going.

Mr Cliff Smith of CA described what he sees as the system of the future. "Users have realised they have to design a system from end to end first. They also see you cannot have multiple versions of the truth — you must have your data concentrated in a single database and the whole thing has to be menu driven and interactive."

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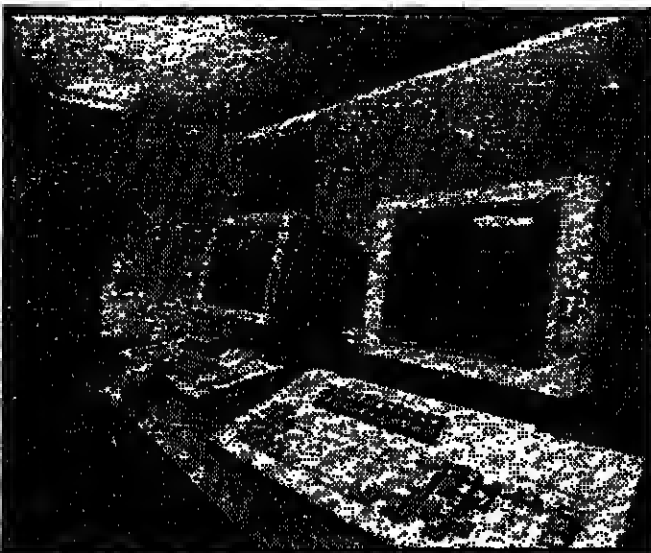
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The IBM 3090 model 200 is a high-end processor for rapidly growing computer requirements

Mr Milner's comment points to a trend that has been gathering pace since the beginning of the decade — the system software company moving into applications. The two main themes in the mainframe package market these days are applications and "integration."

Cullinet, along with the other big independent suppliers has taken the "complete alternative" philosophy to the point where it can offer a user a viable alternative to the manufacturer. Starting with a database management package, mixing in a transaction processing package for handling users' terminals (or even personal computers through micro/mainframe links) and binding the whole thing with a fourth generation language, this approach provides users with ways of building their applications themselves as opposed to relying on the data processing department.

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Building in capacity for easy changes

MAINFRAME computer users have traditionally built their own systems. But in the last decade there has been a gradual drift toward buying in packages to meet many of the needs of companies — especially in the financial area.

Unlike the packages sold into the personal computer market, mainframe applications are large scale, expensive and require significant support from the supplier.

The fall in the price of hardware coupled with an increase in computer performance has highlighted the continually rising cost of skilled software staff. At the same time, improvements in the technology of developing software have made the package a more attractive alternative to building a system from scratch.

The package solution first rose to prominence with the automation of company payroll systems. Payroll is an area where government legislation and union agreements exert a strong influence over the design of the system, making it an ideal candidate for a "packaged" approach.

Peterborough Software, the UK software house, built its business on the back of the payroll package Unipay, and has gone on to develop packages for pension administration and personnel records.

As consultancy practices have increasingly been subject to legislation a similar drift toward the package solution has taken place in the field of sales, purchase and nominal ledger processing, with market leaders Management Science of America building a multi-million-dollar business from packages in this area.

The mainframe package market has become so broad that somewhere in the world there is, most likely, a package to achieve every thing a modern business might want to do. The only areas that have stood out against being "packaged" are those where individual company practices have made it difficult to adopt a general approach. But even this may be changing.

Walker International, a relative newcomer to the package market, has adopted an approach which it calls strategic software and has achieved considerable success.

in the three years it has been in existence.

The approach, developed from the idea that many of the component parts of any system are similar — it is only the way they are put together that differs from user to user — operates at three levels. Tailoring is possible at the user and the data processing end and also in terms of what systems software is being used.

Mr David Roberts, of Walker in the UK, describes the concept as an umbrella under which a distinction is made between the end user and the data-processing department.

"The software is designed to be transported across a number of different operating environments. On one side we give the user a set of optimisers to allow them to control the form of the data and how it's held in the database. On the other side we give end users a set of personalisers so that they can tailor screens, reports and the rest to suit their requirements."

Bridge

"At the root of this is what we call the software bridge, which allows the customer to choose which database management system and transaction processing system they want."

Installing a package at this level requires a significant commitment from the software company and this level of consultancy does not come cheap. Mr Roberts was reluctant to put a price on the various packages that Walker sells but estimated in round figures that a single application would cost about £100,000.

He added that subsequent systems would cost less because the kernel software — the software bridge, the "optimisers" and the "personalisers" — would already be in place and were the same whatever the application.

Walker's range covers ledgers, accounts payable and receivable stock control and purchase order processing. Its approach of making the software easily changeable coupled with a high level of consultancy is one that is growing in popularity.

Mr Ian Macnaught-Davis, managing director of the U.S. company Comshare, says users are demanding the ability to change systems easily, especially since the use of personal computers has made users more aware of what they can get from a computer.

"The demand for consultancy is phenomenal and what people want is systems that are easy to use and that can easily be changed to meet new demands," he says.

Comshare's many years as a timesharing supplier has put it in the front line as far as end-user computing is concerned, Mr MacNaught-Davis says.

"We have had to give customers what they want and we now perceive that as being what we call "close bonding" of systems. At the back of this is a large scale mainframe database and at the front end is a terminal or a micro. In the middle is the component that brings the company database and external databases together."

Comshare has specialised in providing applications in the financial planning sector — best thought of as giant spreadsheets.

The UK software company CAP had a brief flirtation with packaged systems software a few years ago with its ill-fated CAP-CIP subsidiary. Recently it has moved back into the game — this time with applications packages for the financial services industry.

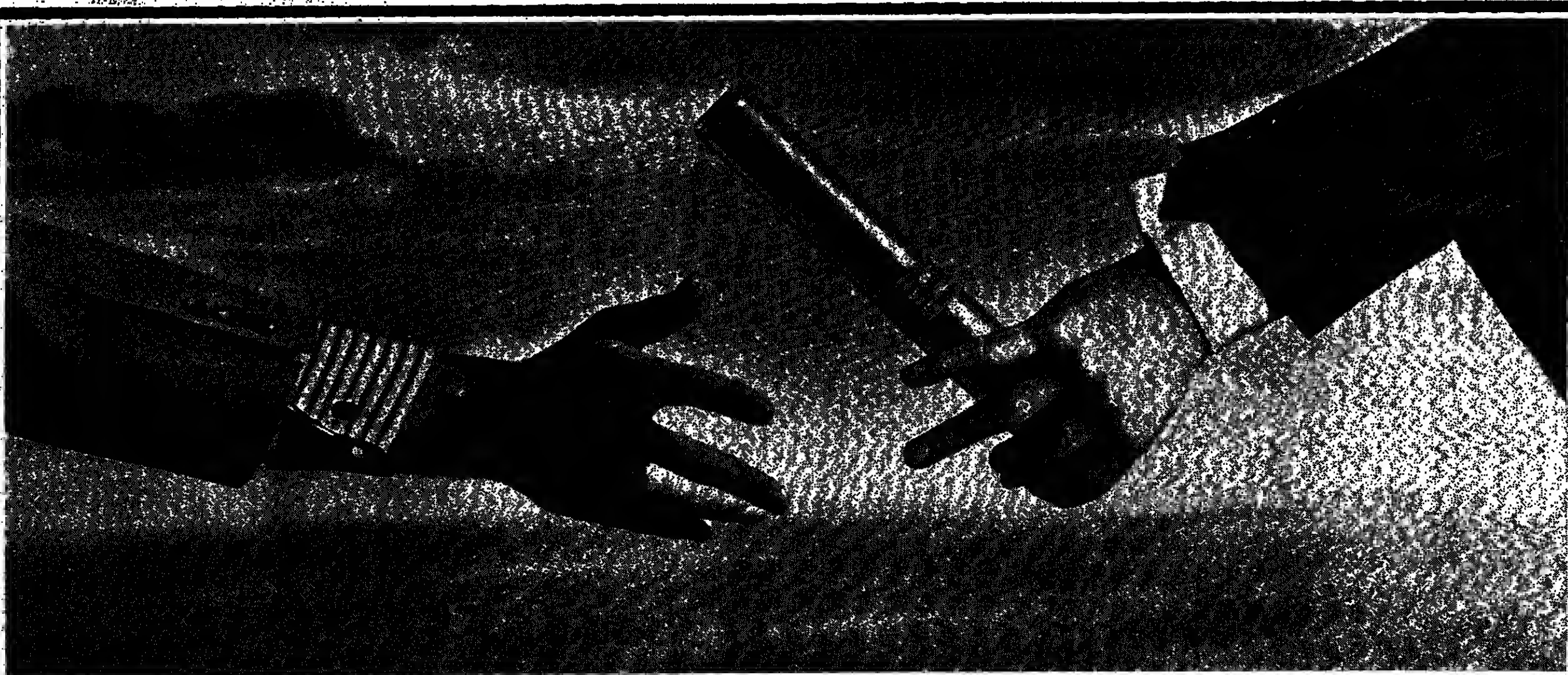
Mr Alan Benjamin, CAP director, confirmed that much of the packaged applications business nowadays required a high level of consultancy and commitment from the software supplier.

"A package is rarely more than 75 to 80 per cent of the solution. You must be able to reconfigure the system to suit. Every company wants to play around with the basic package to fit with what they want."

He also agreed that the micro-computer had opened users' eyes to what they could expect from a computer.

So the shift that appears to be taking place in the applications software market is towards packages that can be substantially tailored to users' requirements. It is no surprise that many of the traditional systems software vendors — Cullinet and Cincom among them — have been moving into the applications market.

Philip Manchester



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Software Packages 4

Half-witted but much faster

Database
BORIS SEDACCA

THERE IS nothing a micro-computer-based database management system (DBMS) can do that cannot be done as well, if not better, by a human being using a manual system of record card boxes and indexes.

This may seem a bold statement to make but even the best-selling database package for micro, Ashton Tate's dBase II, will not, for example, find a record keyed in as "WR Grace" if it was previously entered as "W.R. Grace," without extensive programming.

A human operator with no more than average intelligence on the other hand, would spot the similarity straight away. But such a boring and time-consuming job is unattractive to humans and computers can do the job much faster, albeit in a half-witted way.

Some DBMSs such as South-

data's Superfile, a UK product,

can manage phonetic matching,

so that it is possible to make a

search for a name of value

which is close to the one

required: a sort of "fuzzy

matching" facility which is

unusual on mainframe com-

puters, let alone on a micro-

computer-based system.

Records

There is a constant need to

categorise information in

business. The best way to have

information at one's fingertips

is to put it into tables with

column headings. Conceptually,

these tables would be huge and

unmanageable, but can be

tucked away neatly in elec-

tronic form. The column head-

ings are described as "fields."

Items of information,

described as "records," are

written into the rows. Alterna-

tively, one could think in terms

of individual cards for each

record. The total collection of

records of the same type is

described as a "file." A simple

backbone of this type called

Cardbox, is available from a UK

software publishing outfit,

Caxton. It is basically an elec-

tronic cardbox and no more. A

similar package, called

"Layman," is available from

Ashton Tate.

Going back to basic concepts,

as each new record is added, it

may be put into a specific order

in the file—for example,

alphabetically by name—in the

case of a personnel file—but if

information is also required on

another field, say by age, then

it would make sense for a

separate age index to be kept

which would make a cross-

reference to the actual records.

Where a number of indexes

are to be set up, the administra-

tive burden can become quite

unbearable and the risk of error

increases. Computers do not

usually make mistakes, but

humans do.

The precursor of today's

modern hierarchical DBMSs,

particularly IBM's Information

Management System (IMS), was

the Bill of Materials Processor

used in manufacturing applica-



Businessmen receive pointers on available systems at the W. H. Smith business computer centre at Crawley, Sussex

tions where components would form sub-assemblies, which would in turn form larger sub-assemblies, through a number of hierarchical levels to the completely assembled and finished product.

CompuSoft's Delta, the main competitor to dBase II in the UK, owes a great part of its success to the fact that being a hierarchical system, it is easier to use than dBase II. In fact, it is even simpler than hierarchical—it is transactional, providing one level of hierarchy.

For example, a record held in a Delta database for a certain company will allow sub-records for a number of people within that company by name, title, extension number, and so on, to be attached. Also attached to another portion of the same record may be a number of transactions such as sales invoices.

But there are no facilities for sub-transactions to be created at a lower level. Transactions can only be grouped together at the same level by being identified by common field contents, such as by month, for example.

dBase II is much more complex and much less user-friendly, but is more flexible in the long run, being based on the relational model. For example, a database file may contain a number of publishing companies all of which may use a number of printers for different publications.

The hierarchy is clear there, but if the database is to contain information on printers too, they will almost certainly do work for a number of publishers, creating a separate hierarchical file which cannot be easily integrated with the publishers file. dBase II is better at handling this type of data structure.

The problem of hierarchical data structures prompts an IBM research scientist, Dr Ted Codd, to postulate the relational model. This model fits in more neatly with the concept of tables.

Spreadsheets present their

data in tabular form so it was a natural development for Lotus to provide rudimentary data management facilities, which together with graphics for statistical presentation made its 1-2-3 spreadsheet a best-seller.

However, Lotus 1-2-3 is limited in the amount of data it can handle to the amount of memory in the main processor box. It cannot look for data which is not in memory but stored on disk.

True DBMSs will research for data stored on disk. Some will still have a limit, determined by the logic of the software, on the number of records, such as dBase II's limit of 64,000 records, although its successor dBase III has virtually no limit. Although 64,000 may seem to be a large number, it is surprising how quickly databases fill up once they have been implemented.

Popularity

There may also be a limitation on the number of fields per record, the number of data files in simultaneous use, the number of program and data files open simultaneously, and the number of variables, all of which need to be taken into account when purchasing a micro-based database management system.

It is only in recent years, thanks to the astounding success and popularity of the IBM Personal Computer, that non-computing managerial staff has taken an interest in database technology.

Before then, it was the preserve of data processing technocrats. Now a database management system is just one of a number of microcomputer-based productivity tools, such as word processors and spreadsheets.

A DBMS is useful for developing applications which are not clearly defined and regulated, as opposed to applications such as accounting ledgers or payrolls which are in which case it is probably better to buy a

ready made off-the-shelf package than to re-invent the wheel.

The advantage of managed database files over the classical old-fashioned file organisation is their "data independence." They are not tied to specific applications. For example, in old-fashioned systems, payroll programs would process a payroll file, accounting programs would process accounting files and inventory programs would process inventory files.

Data held in one file for one application may be common to another application, so may need to be duplicated in another file. A database management system integrates the data, and manipulates a number of files for processing by various programs, thereby avoiding data duplication.

A micro which can allow different users to enter data, update it and carry out file inquiries from different application programmes will be a sophisticated and expensive beast indeed. Most micro DBMSs should be qualified with the label "single-user" which in a way defeats the very purpose of having a DBMS in the first place.

For a busy executive, this means that unless he (or she) is entering the primary data, he will have to wait around to get up-to-date information or interrupt the data entry process.

It is easy enough to provide the facilities to allow more than one user to get at the same data, but difficult to stop them doing so at the same time. If this occurs, a situation described as the "deadly embrace," can develop which is extremely difficult to disentangle. The suppliers of mainframe-based DBMSs of the previous decade had to face this problem. Now it is the turn of the micro DBMS suppliers.

If a file is heavily utilised, it would make no sense to lock other users out when one is using it. This is why one hears so much talk about record locking. Easy to talk about but difficult to implement.

If experts fail, pity the layman

Accounting
BORIS SEDACCA

SOME YEARS ago, the world's largest software publisher, a company allowed a small microcomputer software company, got indigestion and spat it out again.

Management Science America (MSA) bought Peachtree to give it a foothold in the IBM Personal Computer market, partly because it was the first accounting system offered by IBM on its PC, and partly because Peachtree was just down the road from MSA's own corporate headquarters in Atlanta.

MSA with more than 10,000 systems now in use worldwide, built its success on providing accounting packages for large IBM mainframe computers. Peachtree had been very successful selling accounting packages on Apple II's. The enlarged company could cover the whole micro-to-mainframe spectrum, but when it came to selling Peachtree on the IBM PC, the picture changed dramatically.

Last year, MSA lived off Peachtree. This vignette has some parallels with the problems of choosing an accounting package. If MSA, with its vast technical knowledge and pools of money can get it wrong, what chance is there for the average accountant, anxious only to buy an effective program not a company?

According to the National Computing Centre's (NCC) Microsystems Centre, there are some 800 accounting packages on the market, of which about 200 are produced in the UK alone, with about 70 packages available on the IBM PC. Accounting in computer industry jargon, is a "horizontal" application, covering the needs of all businesses, as opposed to applications such as the "vertical" markets, such as solicitors, travel agents, hoteliers, and so on. The nominal ledger is the

core module of an accounting system. For all but the smallest companies, the sales and purchase ledgers are almost mandatory too, as well as payroll. Other modules typically offered include invoicing and sales order processing, job costing and stock control and in some cases, bill of materials processing.

Accounting software suppliers offer varying levels of integration between their modules. The use of database principles (also discussed elsewhere in this survey) means that users should only have to enter data once for automatic postings to other books. This should ideally be done without further user intervention or updating runs. The cost of accounting packages range from cheap and cheerful single-company, single-user packages such as Easy Plus from Scorpio Computing and Easy TABS from TABS, costing £100 per module, to multi-company, multi-user, multi-currency systems costing upwards of £700 a module.

Modifications

Except for low-end packages such as the ones described above, it is advisable for accounting packages to be set up by an experienced accountant. Mid-range systems, such as Pegasus from Brikat and Business Desk from Paxton will cover the needs of most small to medium-sized companies.

Some packages offer full management accounting on top of the basic historical accounting facilities. The database approach is not always necessary but it does help if different reports have to be created for management information. Some suppliers provide the source code to their packages at an extra charge to allow the end users to make their own modifications.

Others such as Brikat with its Pegasus package offer specific report generators, or application generators such as Compact Accounting with its Nucleus program generator, which produce Basic programs to work together with the main accounting modules. Nucleus achieved some

measure of fame by winning the 1984 Recognition of Information Technology Achievement (RITA) award, the computer industry's equivalent of the Oscar awards, for the Software Product of the year. Its main attraction is that it can be used by people who have never written a line of Basic program code in their lives.

Facilities such as date manipulation are also important for things like automatic reminders on aged debtors.

Multi-user accounting packages bring in another level of complexity. Local area networks (LANs) provide part of the answer but the problems are not only technical. There are problems of security for sensitive data from mistakes or from deliberate breaches of security.

Packages like Brikat's Pegasus, Tab's Multi-user Tabs and Synergy from Ram Computer Services in Bradford offer multi-user facilities. Stephen Brabbins, a director at Ram, says that LANS such as Ethernet can cope with small amounts of data traffic such as file transfers on spreadsheets such as Lotus, but begin to strain with high transaction volumes.

Ram has now discarded LANS for the TeleVideo Personal Mini, supplied in the UK by Thorn EMI subsidiary, Computrad. A personal Mini is 16 times faster than the competition, claims Brabbins.

"One transaction on our system may involve multi-user updates to half a dozen files. This can mean 160 network accesses just by pressing the 'enter' key. A bus network architecture is wrong for this purpose," he says.

"Although they offer extremely high data transfer rates overall, anything from two to 10 megabits per second, this has to be divided by the number of users making use of the network."

As mentioned above already, multi-currency packages cost upwards of £700. Shortlands, Omicron, Teleplan and Lyric Business Systems all offer such systems. Shortlands is based on the

Unik multi-user operating system, which has now moved down the scale from mainframes to microcomputers and comes in three versions: Bronze for single company accounts, Silver for multi-company accounts, and Gold which adds multi-currency facilities.

Sub-ledgers can be run in a currency other than the base currency. The sales and purchase ledgers can run bank accounts in different currencies. Postings to ledgers are automatically converted to the base currency at the current exchange rate.

Links

Omicron is often referred to as the Rolls-Royce of microcomputer-based accounting packages, with a pedigree originating from its two founders, ex-employees of RTZ Computer Services, who previously sold "parameterised" mainframe accounting packages and adapted their features into the Omicron Powersystems range.

Another desirable feature for an accounting package is the ability to work together with other software packages such as spreadsheets and database management systems. Pegasus provides a link to Microsoft's discipline spreadsheet, CompuSoft's Delta database management system, and other packages.

Compact accounting provides links for Nucleus with the more advanced Micromodeler spreadsheet and with mail merge programs for sending out reminder letters for instance.

Accounting is a highly specified and defined application so may appear simple to program. After all, a major part of the problem-solving process is problem-definition. Nevertheless, apart from the very basic requirement for double-entry bookkeeping, there is much scope for variation in the way accounts are done, which is why accountants are spoilt for choice.

But, as in most things, the quality of an accounting package is usually reflected in the price.

THE NEXT VICTIMS OF TECHNOLOGY?

The only sure prediction that can be made about new technology is that it will bring change. And in most minds that usually means reorganisation, even redundancies, among the workforce. But 'change' isn't only going to happen on the shopfloor. In fact, the boardroom is far more likely to be the place most fundamentally affected. Because already the signs are that conventional management structures are undergoing their most dramatic re-shaping since the Industrial Revolution. A re-shaping that will affect your company's future, and even your own career.

What part will you be playing in five years' time? Or one year's time for that matter? What new responsibilities will you have to contend with? And how will you meet them effectively?

Successful management of change will be key, corporately and individually. Especially as change is likely to mean more and more individual accountability for success. (Or otherwise.)

In this climate of change, management of people becomes crucial. And the right computer-based systems are essential to make that management effective.

A fact which some of tomorrow's successful managers are already noting.

Because those systems are in use today by some of Britain's leading businesses. Working for managers who have had the foresight to think about the implications of change.

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High output a sign of faith in market

FOR YEARS it was an assumption of the computer industry that it was difficult to sell to solicitors because they were reluctant to take on new ideas.

What the industry failed to understand is that they are also generally good businessmen who are likely to rigorously cost any large investment before buying. Often computer systems could not justify themselves.

One of the difficulties with solicitors is their special requirements. Like any other businessmen, they keep accounts—but not in the same way. The Law Society has strict rules on accounts and especially the need to keep client and practice money separate.

Solicitors are enthusiastic users of word processors but not with run-of-the-mill word processing software. Their word processors need dictionaries with thousands of words the layman does not understand, let alone use.

There are also many other areas where solicitors could usefully employ computers, such as time recording, conveyancing, debt collection, storage of legal sources and precedents, trust accounting and electronic mail. But most of these require software specifically written for them.

Companies that write this type of software do not benefit from opening international markets; applications produced for the English market cannot be used in Scotland let alone Europe or the U.S.

It is a measure of the faith the computer industry has in solicitors that more than 40 companies currently offer specialist systems. The choice ranges from single-user microcomputers for about £8,000 (including software) to multi-user, multi-purpose systems costing up to £50,000 for 10 screens, a couple of printers and a lot of software.

Most suppliers offer the software and hardware as a package. Although they are chiefly software suppliers, they need to sell the complete system to keep the cost of the software down. Most sell direct, although there are some systems available through dealers.

Trying to choose a suitable

system from the variety available could be a nightmare, but there is substantial help on hand. The Law Society, the Institute of Legal Executives and the Institute of Legal Cashiers hold conferences and seminars on the subject and publish guidelines for would-be purchasers.

The Law Society is particularly active. It has an approved list of some 20 suppliers and a regular information service available for a subscription of £15. This service offers independent assessments of approved suppliers, products, plus background notes, general articles and a code of standards for suppliers.

This offers an excellent guide to choosing, buying and installing a system. It even carries recommendations on environmental requirements. All suppliers wishing to stay on the society's list have to stick to this code.

Legal

COLIN BARKER

There is also a Society for Computers and Law and a monthly magazine published under the auspices of the Law Society Gazette that offers guidance on running a practice, including use of computers.

The most popular applications for solicitors are word processing and accounts. Most suppliers in this area, such as Techology for Business, Miles 33, Oyez, Quill Legal Systems, AIM and Norwell Computer Services, offer these packages. The chief benefit is increased productivity from support staff for practices.

Time recording is the next most frequently used application but, perhaps because it usually requires that partners use the computer themselves, it is still used by only about a quarter of practices.

A time-recording system makes the bills more accurate, as the solicitor no longer has to estimate how much time has been spent. Most suppliers offer time recording.

The problem with time recording is justifying the cost

of a terminal on the partner's desk. Many partners also feel that a computer terminal does not present quite the right image to the client. The busier and more expensive practices are likely to see the greatest benefits.

Support packages are now becoming more popular. These cover conveyancing, trust accounting and probate, and debt collection. The breaking of the conveyancing monopoly gives the computer industry a chance to argue that solicitors can become more competitive with a conveyancing package.

These usually offer standard letters with word processing, plus a diary. Letters are organised and sent automatically and the solicitor has to bother only when things start to go wrong. The routine paperwork and investigations are organised by the computer and the support staff.

AIM, Miles 33 and Oyez are three suppliers offering conveyancing.

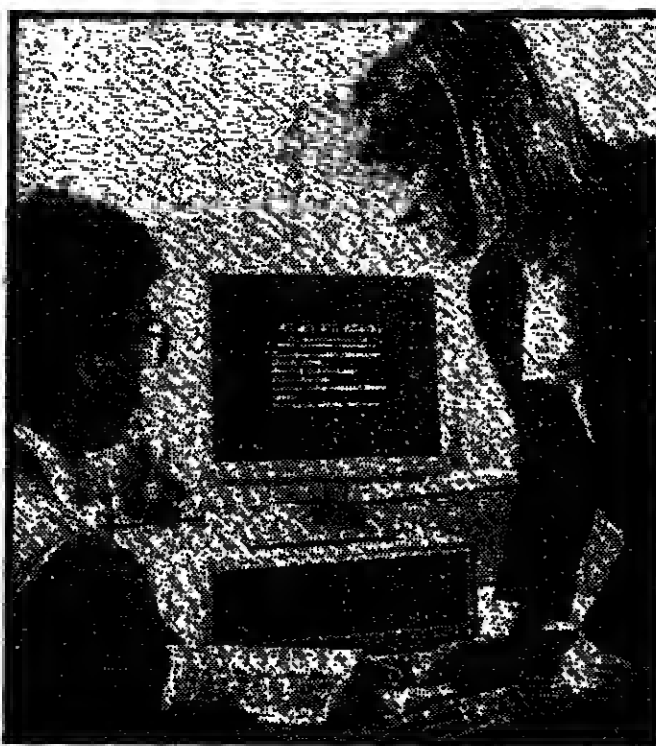
Debt collection systems work in a similar way to conveyancing, prompting and producing the standard documentation needed and indicating when something out of the ordinary happens that requires the intervention of a partner. Law Data Systems is the leader here with the DEBICO system.

These systems justify themselves by saving the time of partners and support staff. Which practices choose them depends on the mix and volume of their business. It is usually necessary to have at least 500 matters (and preferably more) in the area chosen, to justify the cost.

Database/retrieval systems Lexis and Eurolex offer large sources of information on legal precedents, statute, case and current law which can be accessed by a terminal. Lexis has the bigger database while Eurolex offers more information on Common Market legislation.

Even leisure users of home computing are discovering new ways of using their expensive boxes, to do more than play games.

With the wide range of networking services becoming available through the telephone system at all levels, never has the need for communications software been greater. Prestel, electronic mail through systems like Telecom Gold, on-line databases and the growing bulletin



Micro Package Software Revenue (W. Europe)

HARDWARE MANUFACTURERS				INDEPENDENT VENDORS			
	Origin	1983 Packaged Software (\$m)	Micro Package Contrib. (%)		Origin	1983 Packaged Software (\$m)	Micro Package Contrib. (%)
IBM	U.S.	657.0	5	Ciocom	U.S.	26.0	0
DEC	U.S.	103.2	10	Computer Associates	U.S.	22.1	0
Siemens	WG	100.9	0	MSA	U.S.	18.2	27
H-Packard	U.S.	90.5	22	(Peachtree)	U.S.	15.1	0
ICL	UK	80.4	1	ADR	U.S.	14.4	0
Bull	Fr	73.2	6	Sema	Fr	13.9	100
HIS	U.S.	65.5	3	Callinet	U.S.	12.7	0
Sperry	U.S.	52.1	0	VisiCorp	U.S.	11.7	0
NCR	U.S.	49.4	12	Steris	WG	11.2	0
Burroughs*	U.S.	45.8	0	ADV/Orga	WG	10.3	0
Olivetti	It	44.6	33	CGI	Fr	10.7	0
Nixdorf	WG	23.7	1	DRI	U.S.	10.5	100
Philips	Ned	20.9	4	Informatics	U.S.	10.4	0
Prime	U.S.	20.3	0	Thomson CSF	Fr	9.9	20
Wang	U.S.	17.2	26				
Other		410.3	27	Other		771.3	18
TOTAL		1,885.0	11	TOTAL		983.0	19

*Only markets multi-user microcomputers.

Source: Eurostat, International Data Corporation

Simultaneous voice and data transmission has been added to the AT&T PC6300 with a communications manager. It also has a XENIX operating system, high-speed co-processor and 20 megabyte hard disk

Plugging into a wonderful wired world

Communications

PHILIP MANCHESTER

for performing file transfer operations.

The best packages wrap all these features in an easy-to-use, menu-driven front end so all the user has to do is press a few key words and they are projected into James Martin's wonderful wired world.

In addition to the software package, potential communications users will require a piece of hardware called a modem and in some cases a special interface board that plugs into the personal computer. Many products come with the required hardware components as part of the package.

The simplest form of communications link involves plugging a modem into the RS232 port in the back of most personal computers, but where more sophisticated communications are required the extra board will be needed.

For the IBM PC, a product like Compusack's TCP is typical of the former. Included in the £200 price is a Dacom Buz-

box modem. The package includes a text editor that can be used to prepare messages or to prepare output from spreadsheet or database programs for sending to another computer system.

Similarly, Owl Micro-Communications offers a deal with an antiodial modem together with viewdata software, so Apple II users can plug into the Prestel service. The price inclusive of modem is £395.

Zyco's Micro-View incorporates both of the above and also provides access to Telecom Gold. At £600 the product is available for a wide range of personal computers, including the IBM PC and the Strius.

The Strius and the Apricot have proven popular with communications package developers and a wide range of products are available. ACT offers a package deal for the Apricot called Communic which includes subscriptions to a number of network services.

Millhouse Designs offers a board called the FP88 for the Strius, which a number of package developers have used as a basis for sophisticated communications products. A range of protocols is covered including the IBM 3270 and the ICL CDS—both popular in the main-

frame computer community.

The board plugs into one of the Strius's memory expansion slots and it gives a great deal of flexibility, as communications can proceed while other work is taking place on the personal computer.

This is an important factor when considering adding communications to a personal computer. Most communications packages require that the computer is dedicated to the communications function. By using an extra board to handle the communications, the personal computer can be left free to get on with other things.

Software Components of Leighton Buzzard, sells a software package that uses the FP88 at about £1,000, but the package does allow something akin to a micro-mainframe link.

Similarly, the highly popular Irma board, at about the same price, gives the IBM PC the ability to act as remote terminal to an IBM mainframe. It is distributed in the UK by West Surrey Computers.

The burgeoning micro-mainframe link market is another area of communications for personal computers covered in an earlier FT survey (Professional Personal Computing, April 15, 1985).

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Purchase Order Management and Sales Order Management provide detailed information and complete control over these key areas while also generating the necessary ledger postings.

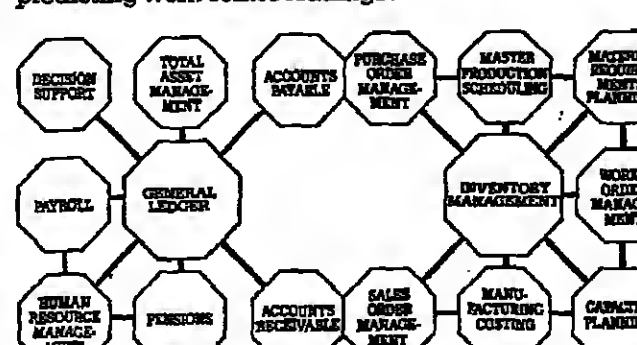
Sales Forecasting enables historical data to be processed using a variety of methods including, averaging, exponential, simple seasonal smoothing and adaptive exponential smoothing.

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Material Requirements Planning determines all the material requirements for each phase of the production cycle and fully supports the necessary provisioning.

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There is no development pain with these remarkable products as they are available now ready to run on the IBM 43XX range and above. Full implementation of a typical system is easily achievable inside 3 months.

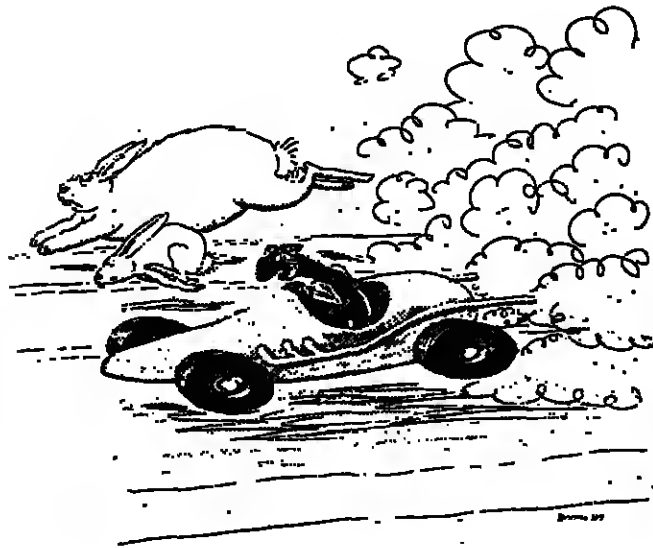
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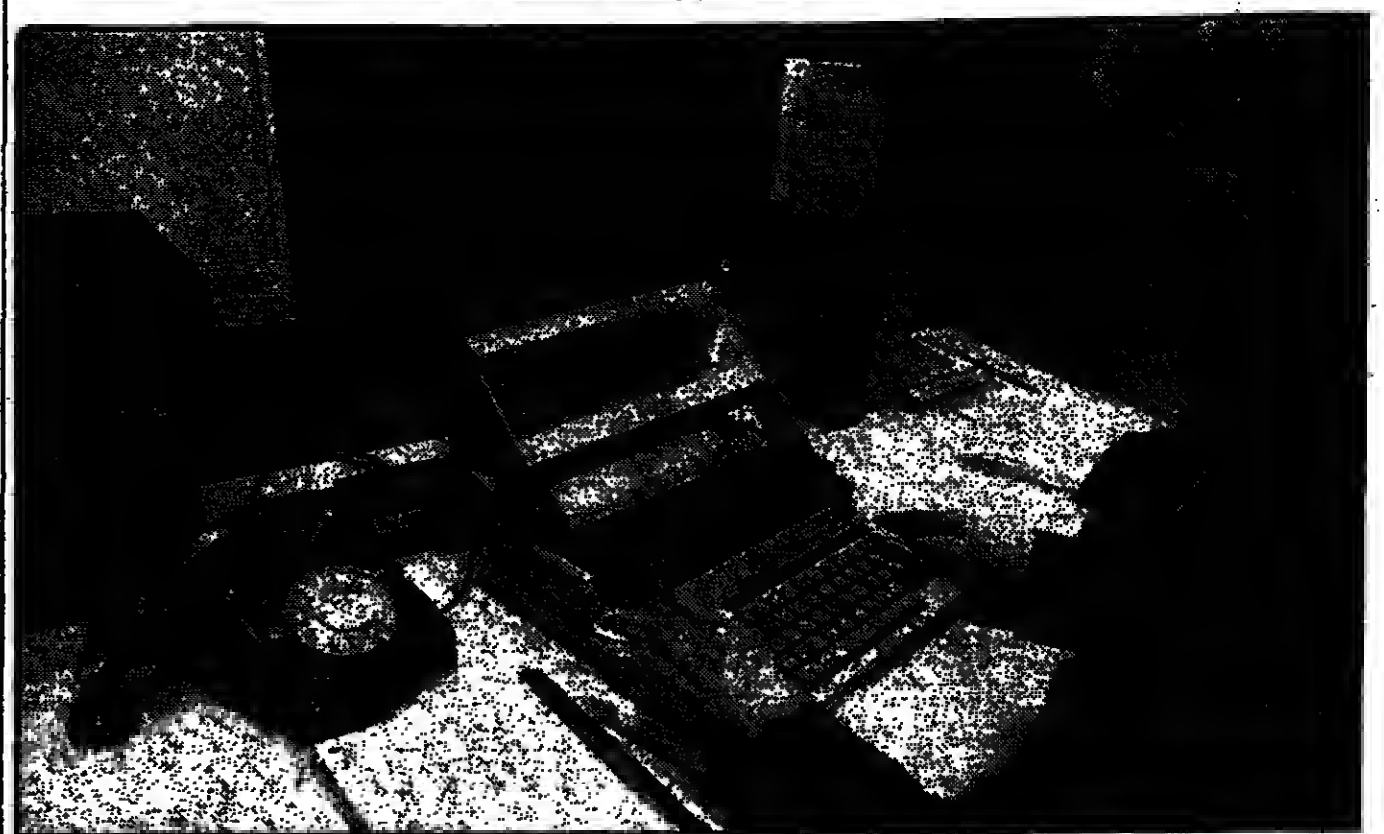
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Software Packages 6



Various software packages can be fed into portables such as the Sharp 5000

Versatile micro is all-powerful

Word Processing

WILLY BARDEN

A FEW years ago it was confidently predicted that microcomputers and dedicated word processing machines would achieve similar sales figures. Today the micro is all-powerful selling in volumes 10 times greater than the dedicated machine.

This is due to the high quality of word processing packages available for micros, and to the much greater versatility—the same machine can handle financial modelling, accountancy, customer records—in fact almost all small business functions can be run on the one machine when loaded with the right software.

With a good word processor package the micro can nearly match the purpose-built machine on performance, and still be considerably cheaper.

For business use, the most popular dedicated word processors are IBM, Wang and Xerox—not necessarily in that order—and a machine is more likely to be purchased from one of these manufacturers at

least partly because of their popularity, which makes recruitment of trained staff much easier.

With micro packages the situation is somewhat different, although some attempts have been made to simulate the better known dedicated machines on a micro, for example Displaywrite 2, which closely resembles the IBM Displaywriter in operation.

The dedicated machine is designed for ease of use, and will have a special keyboard with a particular key for each function, such as underlining or indenting. Each key will be labelled, and the machine may have the screen display on A4 page.

The basic micro, because it is intended to perform many tasks, will either use combinations of key presses for a single function, or special function keys. This implies that some method is needed to display the current function of each key such as plastic overlay on the keyboard or displaying on screen a list of functions together with the key presses for selecting a function.

Both will slow the typing of the document. However, IBM, Apricot and other machines have special keys for paging and other screen functions.

Good manuals are vital as well, and these factors make the choice of a package harder.

The NCC software directory lists 186 word-processing packages, with prices ranging from £50 to £1,000, depending on facilities offered and degree of sophistication of screen presentation.

Integrated packages are also available with a word processing section, amongst the more popular of which are SYMPHONY, FRAMEWORK, and OPEN ACCESS. These products contain quite powerful word-processing functions linked to data-handling to easily prepare standard letters for many customers or for personalised mailing.

Pirated

Word-processing functions can be used for high-quality reports from the data handling side. In general, however, a word processing package will be more powerful and somewhat easier to use than an integrated package.

Although word-processing packages have been available almost since the advent of the micro, the most popular packages are not necessarily the easiest to use or the most elegant in operation. WORD-

STAR, has sold an estimated 1m copies (and an estimated 2.5m copies have been pirated).

The original WORDSTAR has a respectable history, dating back to the early days of the Apple, but is not particularly easy to use and seems archaic compared with the latest offerings. It has remained the top seller because it is available on a vast range of machines and because so many people are familiar with it.

Lots of other packages have been written to resemble WORDSTAR because it is so popular, a familiar phenomenon within the micro world where everybody tries for IBM compatibility or writes a spreadsheet package that closely matches VISICALC.

Other popular packages include MULTIMATE, which resembles the Wang dedicated word-processor and EASYWRITER, which is simple to use. WORD is straightforward text editing procedures and is proving to be another popular package.

PERFECTWRITER has good formatting facilities and EASYWRITER is one of the few word-processing packages available for multi-user micros. WORDSTAR 2000 is a popular update of the old favourite to suit the latest machines.

Rules for buying a word-processing package

Looking for the wizzywig factor

WHEN BUYING a word-processing package it is of great benefit to involve the users—executives and typists who will be creating and editing.

If a corporate policy covers purchase of hardware, there may be constraints on the range of software, and it is worthwhile to test packages against one another to establish the most relevant one.

In a few years it may be vital to interconnect all the systems. This will be easier if they are made by the same company.

Selection should also consider the ability of the supplier to provide day-to-day support and a technical inquiry service. It is often only worthwhile seeking a discount on software purchase if you have a high level of technical expertise within your company, as these services are often the first to go to cut prices.

Another important item is the ability of the supplier to provide training. If a popular package has been selected it may be necessary only to recruit trained staff, although staff who understand your business will not require a period of induction.

Screen representation should closely resemble the printed output, with realistic emboldening and underlining. In the micro world this is known as WYZYWYG (pronounced "wizzywig" and meaning "what you see is what you get"). This can be difficult on screen, with limited functions such as the standard low-cost micros.

Some professions, such as solicitors, need special types of word processing. Here, the systems should be capable of selecting from a library of legally-tested phrases. It may be possible to obtain information on tailored packages from professional bodies.

In spite of all the predictions, there is little sign of the paperless office—in fact, there seems to be greater reliance on the printed word. This means that there will be a need for word processing and even when electronic mail

takes over, there will still be a need for composing and editing.

Several manufacturers produce battery-powered machines that are small and light enough to fit into a briefcase, enabling managers to edit documents on the morning train. There are also interfaces to allow connection of typewriters to word processing systems.

The current range of printers are slow and noisy and seem likely to be swept away by laser and other non-impact systems.

These have facilities such as multiple character fonts on a single page, mixed text and graphics and colour, but are quieter and faster. The only obstacle to market domination is the price. Non-impact systems cost about double the conventional systems, although prices are falling fast and cost per copy is already competitive.

The other major area where change is imminent is screen type and presentation. Flat screens with higher resolution can provide better character shapes and a greater variety of fonts. The display of proportionally-spaced text would also be possible.

Few micro-based systems can display high-quality letters, and even fewer can show different fonts or character sizes on the same screen.

Not many allow the review of one document during editing of another or display of partial text additions during merging.

The best packages are getting closer to full typesetting systems. Although normal office requirements are rarely more than straightforward text editing, the additional features will help sales of packages with good-looking screen displays and high-quality printed output.

Integrated packages will pick up sales against simple word-processing because they can handle more business functions.

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A view of the wood

FINANCIAL planning packages are used to create computer models of the financial activities of an organisation. The software directory issued by the National Computing Centre's micro-systems centre lists more than 100 financial planning packages available, and the list is not exhaustive.

With so many packages available it does not make sense to attempt a detailed investigation of specific ones. What is first required is an identification of the broad characteristics of classes of packages. This will allow an organisation to select the type of package that best fits its needs, with subsequent

Financial Plans

PAUL FINLAY

detailed investigation: limited to packages within the chosen class and taking account of the special organisational requirements.

It is with the primary classification that this article is concerned — describing the wood rather than the trees.

Six broad classes of financial planning packages have been

listed, roughly in order of increasing scope. Unfortunately this tends to be associated with decreasing ease of use. The categorisation is not watertight: sometimes one characteristic would place the package in a different category to that corresponding to its general properties.

Even the simplest package can often be bent to tackle complex problems, but this demands a great deal of effort and skill and defeats the purpose of buying a package. Only those capabilities that can be obtained in a straightforward manner have been listed.

Simple spreadsheet

A SPREADSHEET is the electronic equivalent of a large piece of paper divided into rows and columns. Within many types of package offer this facility, the term "simple spreadsheet" is reserved here for packages in which the spreadsheet is the be-all-and-end-all of the package.

A typical simple spreadsheet package offers 63 columns and 254 rows — 1,600 cells — although the size of the computer memory may restrict the usable size. Into each cell can be inserted text, data or a formula. A simple financial model using a typical spreadsheet package is illustrated.

The formulae are cell-specific: for example, the formula "Revenue = sales X price" has been inserted into the spreadsheet, as B5 = B3 X B4 where B3, B4 and B5 are the cells containing the values of sales, price and revenue for 1985. This is one "side" of the spreadsheet, showing the input data and the rules of calculation.

A few keystrokes also allow the user to switch from this display to a second that shows the results of the calculations.

A complete matrix of 63 X 254 cells is too large to be shown on a computer screen and a portion of the spreadsheet must be chosen for viewing. The screen may be regarded as a window to view any chosen portion of the imaginary piece of electronic paper at the back of the computer.

Simplicity of simple spreadsheets is their greatest strength. The traditional way an accountant could build a financial plan is reproduced closely, and the print-out reproduces what is on the screen. Typical manuals that accompany the software are generally clearly written and most users should be constructing simple models within an hour of starting.

Simple spreadsheets are ideally suited to activities where

a series of calculations are to be performed frequently, often with little modification, e.g. product costing, simple budgeting and an investment appraisal.

A simple spreadsheet package exists for virtually every computer. Examples are SUPER-CALC2, (high street stores like Byleshops, £195) and CALC-MASTER (Sapphire Systems, 01-554 0582, £49).

Although a marvellous tool for such applications, the spreadsheet is inadequate for sophisticated planning. It gives insufficient help with data input; for example, it is often necessary to "spread" a value across several time periods, or to extrapolate according to a given growth rate.

Simple spreadsheets do not offer this facility, nor the capability to carry out a full sensitivity analysis. Few spreadsheets link to files created by other systems and thus they tend to be used in "stand-alone" applications.

Integrated packages

ALTHOUGH the facilities of data-modelling thus easing data input. Extensive predefined financial routines, for example covering depreciation and tax payments, are available.

Sophisticated facilities for sensitivity analysis allow many options to be investigated easily. For example, a "targeting" facility is available whereby "what must?" questions may be answered, e.g. "What must sales be in order that the profit is £5000?"

Together with the ability to produce a boardroom report and a graphics capability, separate logic packages offer full

logic packages provide a very sophisticated planning tool. They can also be "black-boxed" which permits the package also to be used operationally as well as in the planning function.

Micro-FCS (EPS Consultants, 01-579 6931, £1,250) is at the top of the range of these packages, perhaps offering the most modelling facilities. Other separate logic packages are MICROMODELLER (Intelli-Gen, 01-740 5733, £595) and a smaller-scale FASTPLAN II (Comshare, 01-222 5665, £525).

SystemBuild (0778 344388) offer a library of around 40 programs suitable for use with LOTUS 1-2-3 and SYMPHONY. This library includes modules for cash flow forecasting, investment appraisal and fixed asset records. Each module costs £75.

TKISOLVER (Bytewise, 0480 218812, £349) provides investments appraisal, ratio analysis, depreciation and other financial modules.

Dedicated packages

COMPUTER models consist of the rules of the game (the logic) and the associated data. Dedicated packages differ from all other types in that their main offering is not a framework within which you can do your own thing with the logic, but rather a set of completely-defined routines covering whole areas of accounting and finance, such as investment appraisal and the production of company accounts.

Thus the user does not have to worry thinking about the model logic and report specifications at these are predefined. His only concern is to insert data in response to computer-generated prompts. Use of package is thus "prompt driven".

PLANALYST (Computer Financial Models, 01-253 67381, £745-£1,495, with a 1-day free trial) is a good example of this genre, and is geared to financial analysis and projections. The screen prompts the user for some input, perhaps for employee costs or numbers, for which there are several options (eg sales per employee in values of the base year). The user makes his selection and inputs the values. The system remembers the options selected and adjusts later menus accordingly.

Boardroom quality standard reports include a balance sheet, profit and loss account, cash flow, productivity analyses (for which the system strips out inflation), and a wide range of financial ratios are available.

Optional facilities of Planalyst include currency conversion, user-designed reports, the ability to compare two companies against chosen variance limits and a small CALC facility for the user to design his favourite ratios, solvency equations, etc.

Although it is sometimes possible to create non-standard outputs using dedicated packages, this is usually difficult. Dedicated packages have their greatest appeal to managers who want computer assistance in performing well-defined activities and who have little time or computer expertise.

SystemBuild (0778 344388) offer a library of around 40 programs suitable for use with LOTUS 1-2-3 and SYMPHONY. This library includes modules for cash flow forecasting, investment appraisal and fixed asset records. Each module costs £75.

TKISOLVER (Bytewise, 0480 218812, £349) provides investments appraisal, ratio analysis, depreciation and other financial modules.

Separate Logic Package Financial Model (Micro-FCS)

3	'SALES'
4	'SALES PRICE'
5	'REVENUE' = 'SALES' * 'SALES PRICE'
6	'RAW MAT COST'
7	'LABOUR COST'
8	'VAR COST' = 'RAW MAT COST' + 'LABOUR COST' * 'SALES'
9	'FIXED COST'
10	'TOTAL COST' = 'VAR COST' + 'FIXED COST'
11	'PROFIT' = 'REVENUE' - 'TOTAL COST'

Simple Spreadsheet Financial Model

A	B	C	D
READYBAKE COMPANY: THREE-YEAR FORECAST			
	1985	1986	1987
3	SALES (m)	28	30
4	SALES PRICE	0.30	0.30
5	REVENUE	B3*B4	C3*C4
6	RAW MATS COST	0.070	0.075
7	LABOUR COST	0.04	0.04
8	VAR COSTS	(B6+B7)*B3	(C6+C7)*C3
9	FIXED COSTS	5.0	5.2
10	TOTAL COSTS	B8+B9	C8+C9
11	PROFIT	B5-B10	D5-D10

Data processing

THE traditional approach in data processing is for the builder and user of systems to be distinct. The SAPPHIRE-MARS package (Sapphire Systems, 01-554 0582, £395) follows this tradition.

Although the model building is menu driven (and there is an expert mode for the buffer) few planners are likely to want to produce a planning aid with it. Where data-processing expertise is on hand, such a package is suitable for budgeting, linking in well to files created by the accounting systems.

It can be "blackboxed," whereby the user interacts with the model through predefined

prompts. So Mars has the interesting feature of being "menu-driven" for model building and predominantly "prompt-driven" in use.

Another package is PLUS-PLAN (Deloitte Haskins & Sells, 01-248 3913, £595), which fits rather uneasily into this category. Its unique features are its adherence to accounting jargon, its basis in double-entry bookkeeping and its general "auditor-friendly" approach. Plusplan has certain facilities for ensuring that accounting consistency is maintained, and offers full accounting consolidation.

Separate logic advanced language

IN THESE packages the logic and data are kept separate, except when calculating. The rationale for this is that the

logic may apply to several sets of data—for different parts of the organisation or from different experiments with the model. Unlike the simple spreadsheet packages, the logic is not cell-specific, but applies to all time period unless specifically restricted.

Straightforward English may be used in defining the logic

(eg, the expression "revenue = sales x price" is acceptable), which enable the models to be self-documenting. This is a significant feature when it is realised that formal planning is generally carried out only sporadically, and the ability to regain a firm understanding of a model built during a previous planning period is very important. An example of the logic for a very simple financial model written using a separate logic package is given.

Database financial planning

DATABASE financial planning packages are the most recent type developed. They are not to be confused with database packages (such as dBase) but have been developed along database lines specifically for financial planning. Although the concepts may be a little difficult to get used to, this type of construction allows the modeller great freedom. He does not need to specify the exact form of the model at the outset, but instead is called upon to specify the basic features of the model and its dimensions, elements and the logic that links the variables.

For example, a company selling several products in several regions might create a model with the dimensions of product, cost, region and time. Elements for each dimension would be specified, for example, London, Leeds and Glasgow for the region, and January, February, March and April for the time.

It is then possible to report on any two dimensions—costs against time for the production of bolts for London, or products against costs London for the whole year.

This is done by FINAL package (D. M. England and Partners, 0794-342666, £1,500-£2,200 with demonstration version available at £250).

A further attraction of database financial planning packages is that it is not necessary to specify the sequence of calculations, unlike all other types of packages, since they are powerful enough to work out an appropriate sequence for themselves. This the rules of logic can be written in any order.

FT-MONEYWISE (Moneywise Software, 01-576 855, £395) is perhaps the easiest of these packages to use, with a comprehensive tutor accompanying the software. FT-MONEYWISE was launched in May 1984 and had the distinction of being runner-up in the Which Computer? Recognition of Information Technology Achievement as Software Product of the Year. The package offers what is termed a Moneybook consisting of 67 pages. These are of several types, the most important being the modelling, graphics and presentation pages. The modelling pages consist of a matrix of 168 rows and six columns. All six columns are always shown on the screen and,

rather unusually, represent variables rather than time. The rows are associated with time, with the number of time periods visible on the screen at any one time limited to 12.

The rationale of this method of input is that this is the only satisfactory way of ensuring that all the data associated with the common 12-month planning horizon are visible on the screen at one time. It is into the modelling pages that the user would place input data (normally columnwise) together with the rules of calculation.

Pressing a single function key allows the display to be changed, showing either the input data and the results of calculation or the data input and the rules. Sharing of data between pages is automatic. Extensive data modelling features are available.

As the name suggests, the graph pages show extracts from the modelling pages in pie chart, bar chart and graphical form. The presentation pages contain information to be output. This may simply be copies of the modelling pages but can be totally text if required and with extracts from the modelling and graph pages included with or without commentary.

The speed with which reports can be prepared is one of the great assets of FT-MONEYWISE. The package is also very fast when it comes to recalculating large models since it is smart enough only to recalculate those elements that are affected by a change rather than recalculating the entire model. The package does not offer a sophisticated sensitivity analysis facility however.

Another package of this type is MICRO-WIZARD (Comshare, 01-222 5665, £5,000 for up to five copies). This offers a wide range of facilities but its price and its rather complicated model-building means that it is only suitable for the large corporate user having computer expertise on hand.

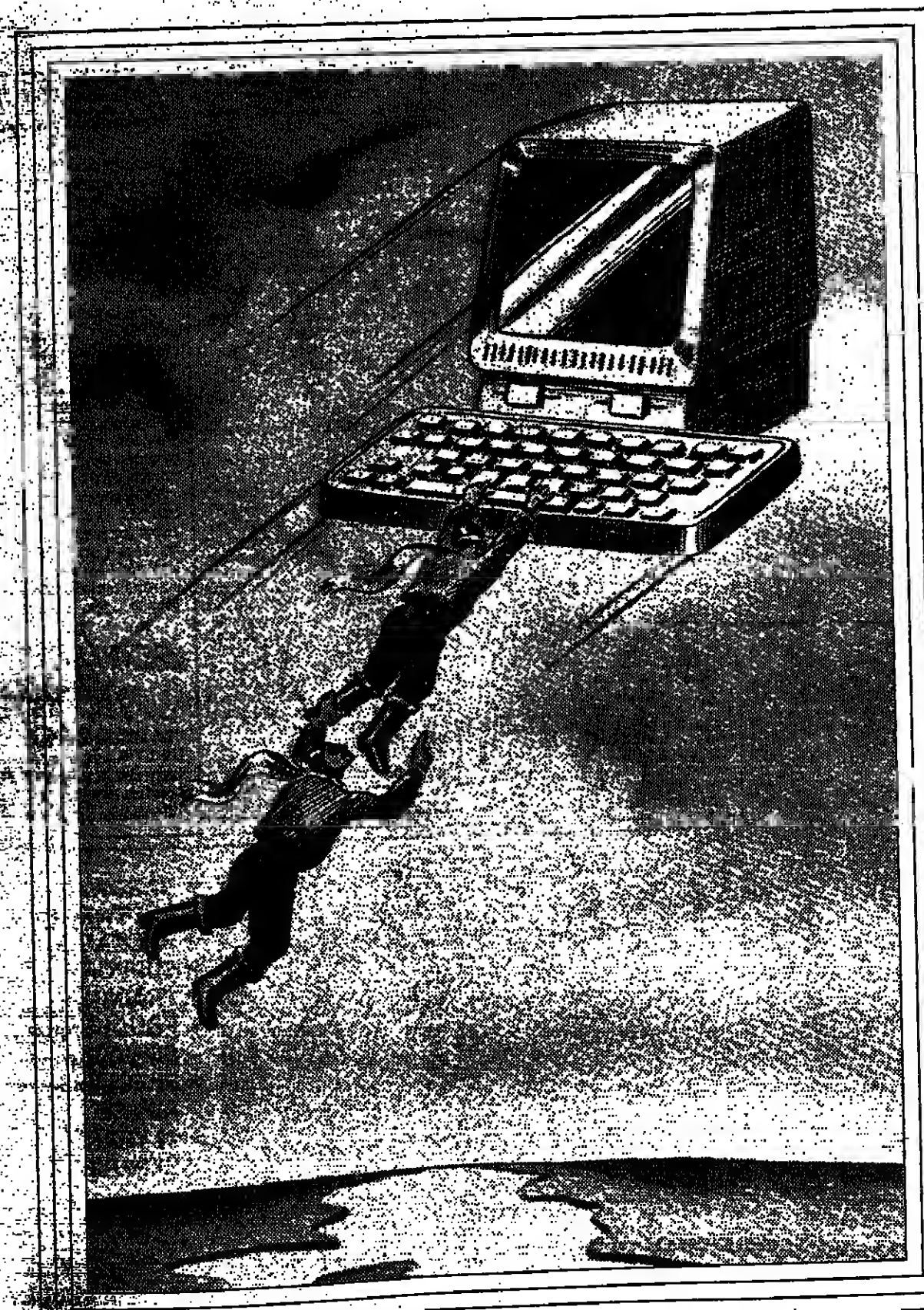
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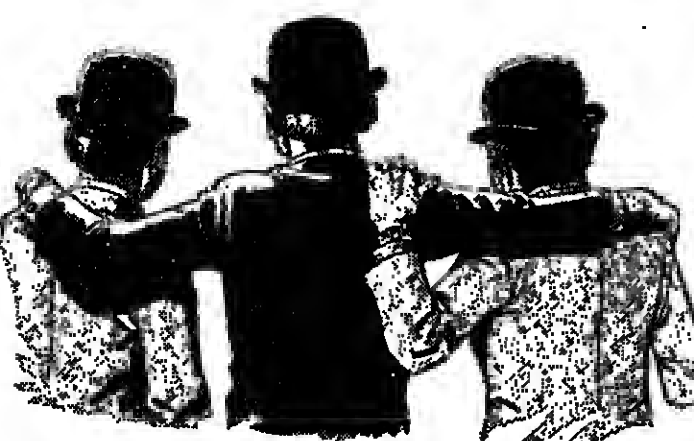
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A profitable new step to peaceful coexistence

Cupid to man and machine

Graphics KEVIN TOWNSEND

SUCH IS the quality of modern computer graphics that it is tempting to think of the subject as an application in its own right. In the same way that word processing, financial modelling and project management are computer applications. This would be inaccurate.

Graphics is not an application but a medium to input, and/or present the output from, genuine computer applications. Business graphics, as distinct from computer-aided design (CAD), is not an end in itself. It is a fundamental part of the elusive man/machine interface, an attempt to make humans and computers like each other.

A distinction must be drawn between business graphics and CAD graphics. The latter uses graphics as a fundamental part of the application—namely "design"—and is basically different to business graphics. Business graphics is as much a "philosophy of computing" as anything else—a philosophy that is being continually enhanced by research into the way the human brain works.

Current thinking divides the brain into the left (verbal) half and the right (visual) half. People with a more developed left side tend to think in strings of verbal logic; those with a more developed right side think in pictures.

Understanding seems to be more associated with the right side of the brain, and is therefore more closely linked to pictures than prose.

Business graphics uses this to make the complex and sometimes esoteric concepts of computing as easy as possible to use and understand. It seeks to make computers easier to use by giving instructions in pictures, or "icons," and results in a more understandable way of graphics, pie charts and so on.

As a result, the use of graphics in commercial computing falls into three categories:

- Graphics as an aid to interpreting the results of applications, like Dataplot from Grafox, selected by DEC to present data from Multiplan on the Rainbow.
- Graphics for understanding how to use other applications as exemplified by the Macintosh and used by the Graphics Environment Manager (GEM) from Digital Research.
- Graphics as a way of including easily understood visual

ideas within complicated textual reports, as with Doodle from Trilex.

The traditional business graphics package holds on to existing spreadsheets and database systems, and re-interprets columns of numeric data into visual representations. A manufacturing company might have a system that automatically produces sales statistics from its ledger system in the form of lists of sale by category.

Such computer listings are still presented at the monthly managers' meeting. It would be more useful if the sales manager could present the finance director with a top quality colour graph showing percentage sales, current trends, top salesmen, etc.

Visually, the relevant information can be assimilated in seconds—verbally, it could take hours.

Products that do this are plentiful, with perhaps the UK market leader being Dataplot from the Oxford-based company Grafox. Particularly popular in the U.S., and growing in popularity here, is Microsoft Chart.

The single most important requirement of a graphics package is that it should link with a spreadsheet," says Mr David Fraser, UK general manager of Microsoft. Charts are used to represent figures and most figures are produced with spreadsheets.

"Charts should make all those boring figures come to life."

British management is notoriously conservative, and there is a reluctance to adopt anything new that involves the effort of interfacing two different products—in the first example, Dataplot and a spreadsheet or database, or even WordStar.

It is therefore inevitable that this type of stand-alone package will begin to lose sales to the newer integrated packages like 1-2-3, Symphony, Knowledgebase and the UK's Xchange, which have their own graphics systems—even if the graphics is of a lower quality with less versatility.

Unable to beat them, Grafox has joined them. It has introduced Logistix, a database combined with a spreadsheet package and a time management system.

But graphs and charts are only one side of graphics as a visual presenter. If it can be

used to present spreadsheets, it could be used in other areas.

Mr Roger Hollingworth, a director of Istel, the old DP department of BT, said: "The major impact will be in the field of management information and decision support systems."

"Istel has used not just graphics but animated graphics for several years. Numbers and words are becoming secondary. The biggest impact from graphics has not come from histograms and pie charts, but the systems such as the Istel installation at Jaguar which makes extensive use of graphics to present floor management with management information in a form that is fun to use and easily understood."

"This is the future of graphics."

Perhaps the most important, and certainly the most exciting area of microcomputer software, is the race to achieve the accepted method of graphically interfacing software to users.

The availability of low-cost silicon controllers and new display techniques is allowing the traditional character-based interface (words typed at a keyboard) to be replaced by a richer and intuitive picture-based interface. Much of the pioneering work in this area was done by Xerox with its Star project—and Apple has introduced the first low-cost system with Macintosh.

The concept allows the user to instruct the computer by manipulating images on the screen—without, in many cases, needing to touch a keyboard.

Microsoft is working on its system called Windows. IBM has announced TopView, which will almost inevitably have a graphics interface, and DEC is developing a similar system for its Professional series.

But one of the most advanced systems yet is GEM produced by Digital Research. Mr Paul Bailey, European vice-president, explained the significance.

"GEM provides support for a graphics-based user interface for applications on any PC that runs concurrent PC-DOS or MS-DOS operating systems. It provides system software services that manage the display of information on graphics devices such as screens, printers and plotters; and processes inputs from devices such as a mouse, keyboard and touch screen."

"The principle on which all

of DRI's GEM applications work is to provide the user with a graphic image of the work environment, so that the PC equipped with GEM can replace all earlier methods of processing with much more flexible and easy to use tools—without forcing the user to learn radical new computer terminology and techniques."

One other area of graphics that is more important to the commercial than the T & D markets is "Paint and Draw" packages. These allow the user to paint or draw diagrams to illustrate text.

Again, the concept owes much to Xerox and Apple's Macintosh. The real race, however, is to integrate such graphics with word processing, and although it can be done, it has yet to be done adequately.

One of the best of these draw types of package is called Doodle, from the UK company Trilex. It is so powerful at drawing diagrams that it could even be called a CAD package—which is its heritage.

Trilex, however, sees it as a commercial package, and has provided an interface to a number of leading word processors. The theory is that WordStar can produce the document, and leave a gap for the illustration. Doodle will then produce the illustration, and will even scale it up or down to fit the gap left by WordStar.

At the moment, these are two separate packages. The aim is to allow diagrams to be drawn from inside commercial word processors, and for text and diagram to be visible and alterable on the screen at the same time.

According to ISSCO (UK): "The UK business graphics market is two to three years behind the U.S. market, and it is only just beginning to accept graphics as a good business tool."

It is often claimed that the UK is as far behind the U.S. as it is ahead of the rest of Europe. The boom years in the U.S., where ISSCO claims to be the largest single supplier of business graphics packages, were in 1983 and 1984.

Managing director Mr Roy Graham predicts that "the UK boom is just about to take off—and will probably continue to flourish for several years." He estimates this market to be worth \$15m to \$20m, growing to \$100m by 1988.

The shape of things to CIM

CAD/CAM KEVIN TOWNSEND

COMPUTER AIDED DESIGN (CAD) is the elite use of computer graphics. Unlike business graphics, which uses visual images to present the results of other applications, CAD is an application in its own right.

Like so many computer concepts, the basic theory is very simple: CAD enables the designer to develop his ideas by producing visual images on a display screen; he may then "edit" the image interactively; and finally obtain the "formula" needed to manufacture the item so designed.

But CAD should not be viewed in isolation, for it is really only one, albeit the first, step in the process of production. Indeed, CAD has become so involved with CAM (computer aided manufacturing) that many people view CAD/CAM as a single subject. However, so fast does high technology develop, that even this term is giving way to a new concept: computer integrated manufacturing (CIM).

Integrated

Peter Wilde, CAD/CAM Marketing Manager for Digital Equipment (a company that, incidentally, claims to have 25 per cent of the CAD/CAM market), explains the issues. "People in this market," he says, "require total solutions. In the past, engineering solutions simply comprised a processor, a software package and the appropriate user interface—that is a graphics terminal. Each department was left to solve its own problem individu-

ally, design, sales order processing, shop floor data, documentation, commercial (spreadsheet) modelling and business graphics. The result was a series of islands of computer automation.

"The current trend is towards integrated computing systems for engineering, manufacturing and supporting functions. This involves data management communications across diverse networks, computer systems, applications software, and shop floor equipment. The result is known as CIM, where data can flow from design drafting to modelling, analysis and manufacturing."

In Digital's case, communications is provided by Ethernet and DECnet to link the VAX range of systems from MicroVAX up to the VAX 8600; and now including the new VAXstation 32-bit single user workstation. This latter is ideally suited as a CAD workstation with its high resolution graphics and multi-windowing capabilities.

However, fully functional CIM is still a long way from fruition in many CAD applications. In the meantime, CAD can be visualised as a pictorial spreadsheet, for the designed intention of the two applications is conceptually similar. CAD allows the designer to use the screen as a worksheet on which to visualise his designs.

The system will then use all the computing power of modern processors to allow him to make minute changes here and there—and to see, instantly, what effect those changes will have on the product. In this way, CAD software provides the same "what if" capabilities in visual modelling that spread-

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European Micro Package Market

	1983	Average Growth (%)	1984	Average Growth (%)	1985
West Germany	88.2	55	365.4	41	1,030.4
France	81.4	55	305.4	40	839.5
UK	127.7	55	477.0	35	1,164.2
Italy	4.3	56	16.3	36	41.0
Netherlands	22.3	57	204.5	38	538.3
Belgium	22.8	62	98.5	38	294.1
Sweden	11.5	61	49.3	43	145.4
Denmark	21.1	58	84.0	36	211.0
Norway	11.7	60	47.6	39	127.0
Finland	8.5	63	37.3	42	107.3
Switzerland	9.1	61	38.0	40	102.2
Austria	15.5	64	69.7	40	191.3
Spain	6.4	64	37.7	42	107.1
Portugal	16.9	73	86.2	41	247.4
Western Europe	12	64	7.5	52	26.1

Source: Eurostat, International Data Corporation

Pencil to keyboard

CONTINUED FROM PAGE 2

designed as two-dimensional architectural design, and three-dimensional engineering. As often happens in computing, some of the best systems are developed by companies for their own needs, and then offered to the market.

In some ways, this is the history of the E2000 CAD system from the Carrier Corporation — more usually associated with air-conditioning. Finding no suitable CAD software at a realistic price on the market, Carrier decided to develop its own system that it could sell for around £30,000. The E2000 was developed by professional architects and engineers who, because of their experience, were able to help design the system to suit their fellow professionals. The E2000 was officially launched in the UK in 1984.

Robert Hall, of Robert Hall Associates, is one of the first users of E2000, and is typical of the users of CAD in general. "Drafting," he says, "takes a lot of time. If we wanted to expand, we would have to take on more staff. The E2000 is a quick and efficient system for producing the drawings we need."

Improving... However, like any other industry, CAD has one or two dominant figures able to produce new products in line with new market trends. One of the biggest trends in computing is the move towards the microcomputer, and inevitably the U.S. CAD giant Computerisation has now launched an IBM PC-based system called the Personal Designer. It includes PCADDS, microCADDS, Geometric Construction and Detailing software for two-dimensional and three-dimensional design, and enhanced graphics capabilities; and will optionally run a wide range of other CAD software.

But just as CAD software products are improving, so too are hardware techniques, and capabilities suitable for quality CAD systems. "A screen pixel resolution of 720 x 300 means that it is particularly well-suited to the demanding requirements of the computer-aided design environment — which is where it has achieved most of its success," explains UK marketing manager Ian McMurray.

CAD would not be possible without the latest hardware techniques. But even now, the quality of the specialist CAD products can sometimes be surprising. The CX1500 from Pragma can support a screen resolution of 1536 x 1024, with 16.7m simultaneously viewable colours.

However, the two primary areas for CAD are still recognised as being:

1. The design of new products, and the production of drawings for manufacturing.

2. The design of new products, and the production of drawings for manufacturing.

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16. The design of new products, and the production of drawings for manufacturing.

Total analysis supercedes record-keeping

Personnel

KEVIN TOWNSEND

PERSONNEL management would appear at first glance to be ideally suited to computerisation. Its requirements have an underlying structure that provide the classic data file: a single (personnel) file composed of individual (staff) records each comprising a regular number of formal (information) fields.

Given this "perfect" structure, it is surprising that relatively few companies have implemented computerised personnel systems. Statistics vary from one supplier to another, depending upon the average size of its target company. A supplier selling mainly to companies with a minimum of 1,000 employees might find that 50 per cent of its target sector is computerised.

Missing Link Computers, a new company with a microcomputer system suitable for companies with as few as 200 employees, believes only 15 per cent of its market already uses computerised personnel management.

The main reason is the cost. Personnel is an internal clerical function with no direct relationship to increased sales revenue or reduced purchase costs. The personnel department is usually low on the list for company funds.

"Personnel is among the last clerical-intensiva functions in modern business," says Mr John Angel, marketing director of Percom. The limited resources available to the personnel

manager are mainly used for collecting and updating employee data.

"The manager is unable to undertake the professional job for which he has been trained because of his preoccupation with administration."

But the picture is changing. The falling cost of hardware, and the arrival of powerful microcomputers mean relatively small companies can justify computer systems.

Percom is one of several companies offering personnel management systems on microcomputers. Comshare, for example, has developed Profiles/PC for the IBM PC-XT market. This is a stand-alone product that can still be linked to a central mainframe to interrogate the corporate database.

The communications link is another Comshare product called Microseek. This allows data to be transferred in both directions and provides the system with a combination of maximum security (inherent to microcomputing) and integration with corporate information and resources.

One of the most impressive of the new microcomputer personnel systems is the Personnel Assistant from Missing Link Computers — winner of the RITA award for the software product of the year 1985.

The product is built around a powerful and flexible database designed and owned by Missing Link. Because of this

attached to or run on the central corporate mainframe. To a certain extent it is supported by the market for one of its major clients, the National Coal Board, is doing that.

The board is evaluating a customised version of the system at a number of collieries. If it proves successful the intention is to install a dedicated personnel management system at every colliery.

However, one of the U.S. trends is away from dedicated systems and towards "human resources management." One such product is available in the UK from PPL.

"The economic environment and, in particular, the cost of manpower, has created a far greater interest than before in 'human resource management,'" says Mr Roger Osborne, PPL customer service manager.

"This phrase has been coined because computer-aided record keeping has been superseded by the concept of manpower management: budgeting, attrition analysis, salary projections and manpower planning are now demanded, involving a total analysis of payroll, staff data, pensions and even leavers and joiners information."

Future trends will add to the personnel manager's demands upon records of his personnel. For instance, equal opportunity and racial discrimination are becoming important for some employers such as local government.

"The nature of human resources management demands a system that can be easily changed. The basic employee records provide the core of information for payroll, labour costing, personnel and pensions processing with the various managers sharing common data."

In spite of the increasing power of the microcomputer, on-line access by many departments to common data still requires mainframe capacity. Management Science of America, the world's largest independent supplier of mainframe software, has been marketing personnel systems for more than a decade and Mr Stuart Walsh, the UK managing director, has strong views on personnel management.

"People are probably the most expensive and valuable commodity that any company has, and without their good will, investment in new plant and equipment alone are unlikely to bring success."

Mr Walsh believes that many of the advantages of personnel management systems are under-valued. "A computerised personnel management system can instantly provide a wealth of information about the qualifications, talents, and experience of employees so that decisions can be based on fact rather than intuition."

"In the broader context of financial management, a personnel system can expose and quantify costs which may not be immediately apparent — for example, the cost of absence

and of providing benefits and training.

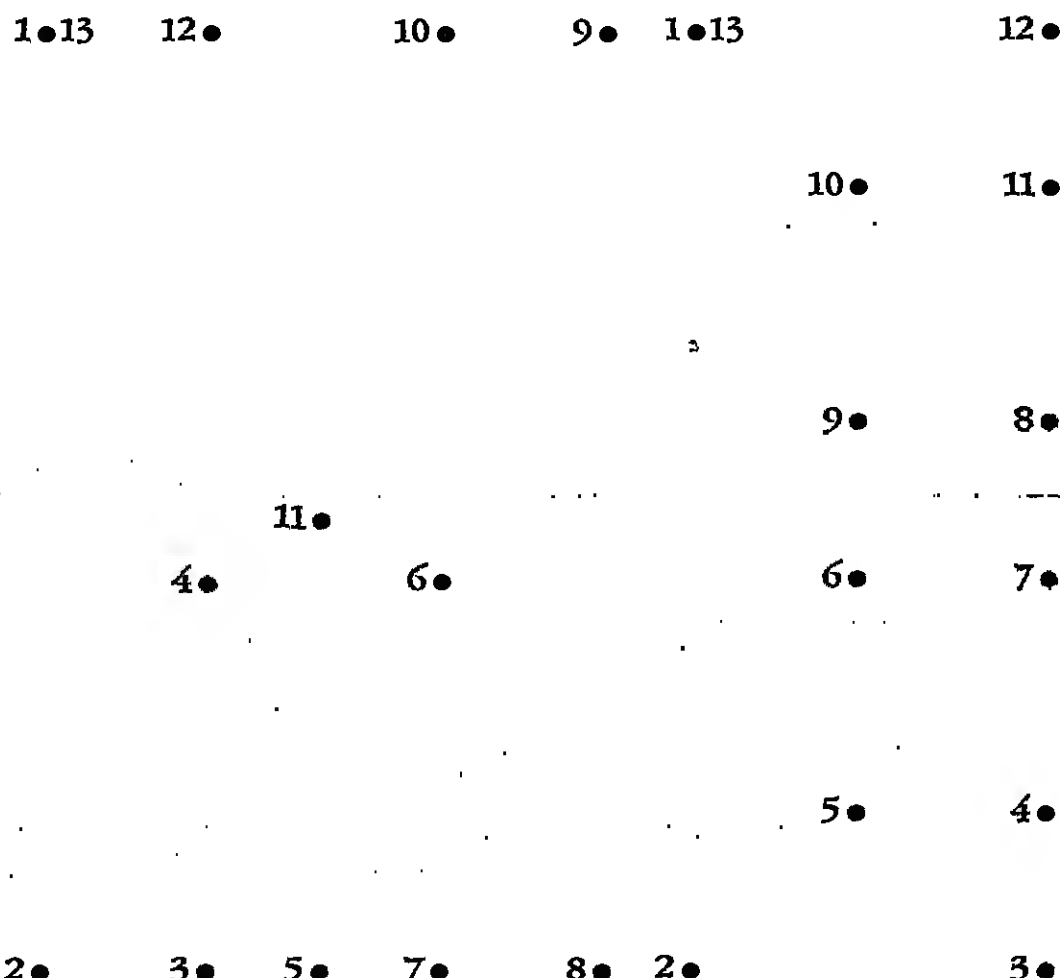
"But on a more positive note, an effective personnel system can help reduce staff turnover by analysing the causes of discontent so that the situation can be remedied. Our system incorporates a powerful modelling facility so that users can predict the effects on productivity and staff turnover resulting from changes in wages, holiday entitlement, working hours and retirement age."

The corporate overview is the one taken by the majority of larger companies. Personal computers may be the ideal solution for small companies and those without a centralised management information system, but for the larger business "the company's personnel system will form the centre of the corporate database," according to ICL.

"Data transfer should be possible between specific facilities such as payroll, personnel and word processing," the company said. "Only in this way is the necessity to duplicate data removed."

"If copies of an employee's address are held separately on the payroll, training and personnel systems, there is a strong possibility of discrepancy."

"The ICL Personnel 20 system will link directly to the DRS WP utility, enabling the production of standard document formats including personnel details such as age, salary, location and address."



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Software Packages 10

Complex task for Cinderella

Pensions
ALASTAIR GUILD

PENSION schemes have a higher profile than ever. Some funds are now worth more than their company's other assets, while legislation is imposing frequent changes and unions demanding more for their members.

Computerisation is the only realistic way of coping with such complexities, yet there are almost as many options as there are variations on a pension scheme.

"There is constant development of software packages," says Mr Christopher Fry, financial services director of the Hogg Robinson Group. Legislation has come thick and fast and more is promised. Data processing departments which have developed bespoke pension packages are not generally able to respond to these changes.

"Traditionally, pensions have had a low priority within companies, so IT departments have not developed in-house systems. Hence the need for pension administration packages."

Hogg Robinson's BENEFIT package is capable of running on everything from Digital micros up to the Digital VAX mini. It says a micro is viable for up to 4,000 records, the Digital FDP is capable of holding

up to 30,000 records and the VAX mini a huge number. Software, such as pensioner payroll, personnel, payroll and word processing can be added onto the basic BENEFIT package.

"The pension fund manager tends to base his choice of package on software capabilities," Mr Fry says. "The data processing department is more concerned about the hardware—whether to use a stand alone system or make the hardware compatible with other administrative systems."

Even at board level, pensions are often viewed as a Cinderella, according to Mr Nigel Benians, systems manager for Noble Lowndes. "Many pension departments see stand-alone systems as a way of getting their independence from central DP administration. They choose a micro-based solution because it falls within their budget, but a cheap system will often only partly do the job so they need the same number of staff as before, and may find that the package is not as complete as they thought."

"A package is sold warts and all, and not many companies selling micro packages can afford the necessary after-sales support."

"Some consultancies even offer cheap microcomputers to run pension packages hoping to pick up consultancy and actuarial fees. Because the system is not so user-friendly, they may

then be able to sell more consultancy and actuarial time. They might, for example, offer the IBM PC AT for £5,000 to £7,000, though the consultancy fee may be £20,000 per annum over the system's lifetime."

"Many companies still do not appreciate the complexities of running a pension scheme in-house," Mrs Vivienne Miller, of Bacon and Woodrow Computing Services, emphasises the need for software to be capable of suiting whatever the customer wants.

"The most time-consuming part of setting up a package is in agreeing what is to be held on the system's records," she says. "Our package, MICRO-PANDA, is a general suit of programs but, because no two schemes are identical, it is tailorable to suit any particular scheme."

Statements

The basic system, which runs on an Apricot, Sirius or IBM PC, enables the user to set up members' records on a file and to inspect or amend those records with an automatic log of any changes.

"There are various optional reports available with MICRO-PANDA. These include member reconciliation, members approaching retirement, reports for submitting information to the DESS in an approved format and a "report generator"

facility which allows the user to search records for members who satisfy certain criteria. Other optional extras include benefit calculations and statements.

The cost of the basic system, including hardware and software is £11,500. Additional facilities will cost extra. For example, a system for a single scheme with report facilities, benefit calculations and benefit statements will cost about £15,500, provided that the exact method of calculation of benefits covered is stated in the rules or booklet of the scheme.

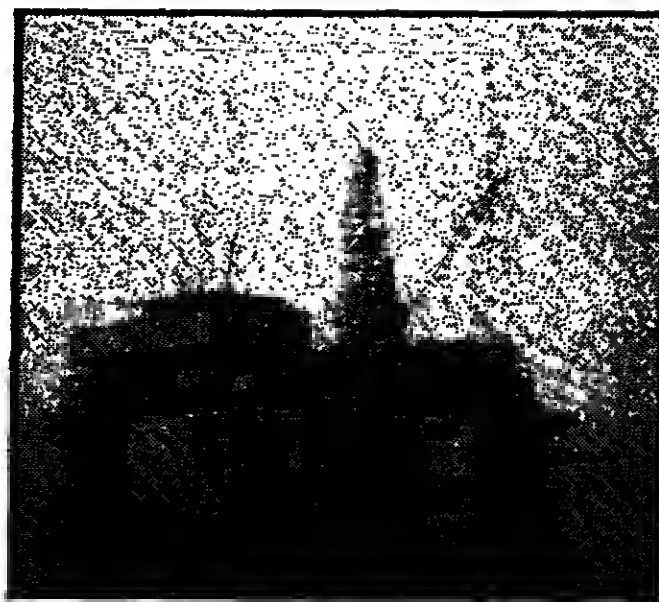
MAINTENANCE and updating would cost 15 per cent of the initial cost annually.

LASER, marketed by Noble Lowndes, is available on a micro and is also used by NL to support its own third-party administration services. It enables updates by pensions staff rather than systems experts.

NL considers the package most suitable for companies with more than 1,500 staff who wish to operate their own pensions departments.

"Pensions staff want to be able to amend and control the system without relying on systems experts," Mr Benians says. "We use a modelling language so users can talk to the computer in English."

All work was originally much more inflexible, similar to many pensions packages. "But the impact of changes in legislation caused schemes to react in



Expert systems have been used in maintenance of complicated equipment such as North Sea oil platforms.

Shelling out for human reasoning

Expert systems
PETER MARSH

THE KNOWLEDGE of a human expert enshrined as a computer program sounds an attractive notion for many organisations with plenty of problems to solve and relatively few highly skilled people to tackle them.

But the task of producing such programs may not be as easy as a number of companies that have experimented with this sort of software have found in recent years.

Programs with the capability to drive a computer so it can be said to "reason" in a human way are called expert systems. Initially developed by academic researchers in the U.S. in the 1970s, programs of this kind have become available commercially only in the past five years.

Ordinary computers process information as sequences of mathematical symbols. Expert systems, on the other hand, can contain thousands of rules on subjects in specific areas such as medical diagnosis or the maintenance of a complicated piece of equipment such as oil platforms.

The rules are of the general form: "If factor A applies, then there is a B per cent chance that condition C is true." Many such rules are meshed in the structure of the program so that, fed with outside data, the computer can proceed from one rule to another, building up rudimentary inferences.

In this way, for example, the computer may be able to deduce from a mass of data about the condition of a car engine the nature of a fault from which it is suffering.

The rules linking facets of the engine's performance to aspects of its internal mechanism would be provided to the computer by a mechanic. Once part of the computer program, the rules could be made accessible to a relatively unskilled person. By quizzing the computer and adding data about the engine, this person would be guided to the source of the fault.

All this is the theory of how expert systems operate. In practice, it may take a great deal of effort on the part of the organisation using the software to make it effective.

Expert systems have two main technical requirements. Firstly, they need to be written in special computer language—Prolog or Lisp for example—that lends itself to working in a rule-based manner.

Secondly, they generally need relatively powerful computers, for instance a Xerox 1108 or a DEC VAX, or machines made by the American specialist computer company Symbolics.

More recently, however, expert systems have appeared that can run on less powerful hardware

such as IBM personal computers. Few companies are using expert systems in a routine fashion. Those that have bought software with which such systems can be implemented are generally experimenting with the technology in research laboratories.

Expert systems are usually sold in one of two ways. A company can sell a set of software in the form of a computer language. In this way, for instance, Expert Systems International, of Oxford, makes available a form of Prolog (which it calls Prolog-1) for about £400. It is up to the customer to turn this into a specific expert system, possibly using a manual.

A more popular route is for the software company to provide an expert system shell. This is a set of software written in an appropriate language in a rule-based structure.

Promise

The customer has to add specific knowledge to the shell in the area for which the system is intended. Sales of such software are analogous to marketing in the world of electronic components, of "uncommitted logic arrays"—standard logic of chips to which the customer has to add extra circuits for popular application.

Customisation for expert system shells can be lengthy. It may take a specialist in interpretation of oilfield data months to supply enough knowledge so the software is usable by unskilled people.

With experience, companies may find ways of cutting down on the time to "fill out" a shell. Shells under development may also offer more promise, in that they are "semi-customised." They may be specific to particular application areas, such as control or maintenance of equipment or medical diagnosis.

Prices of shells vary enormously. Knowledge of California sells M-1, a shell that can run on an IBM PC, for \$10,000. To gain full benefit from the shell, the company suggests that customers go on a 13-week training course. The F-1 shell also sold by Teknowledge costs \$50,000 to \$80,000, depending on whether it runs on a Xerox 1108 or a VAX.

At the lower end of the market Logic Programming Associates, a company set up by researchers at London's Imperial College five years ago, sells a shell called APES for about £400. Such software may provide less sophisticated systems than the high-priced products. But they are useful tools with which organisations can gain experience with expert systems to find out if the programs have real applications.

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